DEEP CUSTOMER EMPATHY

Create shared understanding, insights, and motivation for customers

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Design for Delight is a series of strategies and methods used at Intuit to creatively solve customer problems and deliver customer delight.

Description

Deep Customer Empathy is a strategy that creates shared understanding, insights, and motivation to improve the lives of our customers. We gain empathy by observing people where and when they are experiencing pains or problems.

PEOPLE 2-10

TIME 1 -2 hours

●○○ **DIFFICULTY** Beginner

Team

NAME	NAME	NAME	NAME
NAME	NAME	NAME	NAME

Agenda

1 FOLLOW-ME-HOME

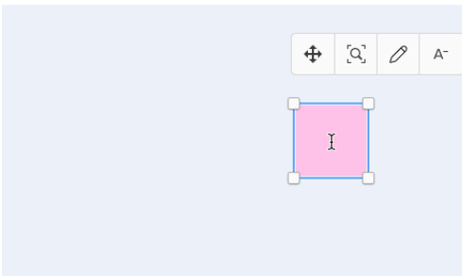
2 DEEP INTERVIEW

4 CUSTOMER PROBLEM STATEMENT

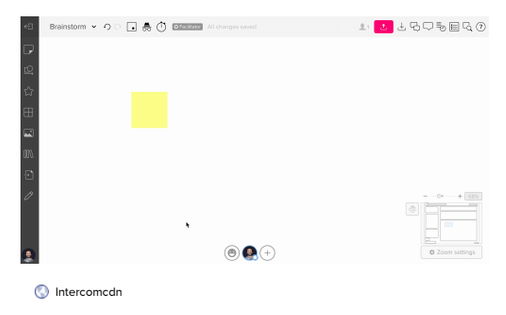
5 IDEAL STATE

Tool Tips

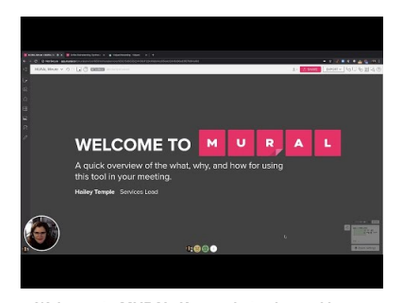
Double click to **add sticky notes**



Press the tab key in a selected sticky note to add multiple stickies of the same type in a row.



Resources



Welcome to MURAL. Know what, why, and how to use MURAL before your meeting.

You are using MURAL as part of a meeting or workshop. Here is a short overview of what, why, and how to use the tool before your meeting. Learn more about MU...

Youtube

Lock and unlock objects to edit templates

Before inviting your collaborators to a mural, you can lock objects to the background so that they don't get misplaced accidentally. To lock and unlock an object: Right-click on the element and choose "Lock" in the drop-down menu. To unlock an element, right-click on the object again and choose ...

Mural

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DESIGN FOR DELIGHT

Methods

Intuit D4D Method Cards.pdf

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1 FOLLOW-ME-HOME

45- 60 minutes per customer

Observing real behavior is the gold standard for learning what customers care about most. Follow-me-homes are a fast and easy way to observe people experiencing the problems and pains we hope to solve.

1 Prework

Prepare in advance for how you'll run your Follow-Me-Home.

1. Start by deciding what type of situations or behaviors you wish to learn more about, then identify the customers you'll observe.
2. Go to where the customer is experiencing the problem. This could be an in-person or virtual visit to a home, office, or other location.
3. Conduct your Follow Me Home.

Roles

Ask for permission to take pictures.
Everyone should take notes.

Roles Lead Timekeeper Photographer

Roles	Roles		
NAME	NAME	NAME	NAME
NAME	NAME	NAME	NAME

What would you like to observe?

Who could you "follow home?"

2 Follow-Me-Home notes

1. Debrief with your team. Share observations, pain points, and surprises.

WATCH OUT! Don't interview. It's OK to ask a few questions to get the conversation started, but don't let your Follow-Me-Home turn into an interview. Focus on observing real behavior, listening, and asking "why" questions.

OBSERVATIONS

SURPRISES

PAIN POINTS

2 DEEP INTERVIEW

45- 60 minutes per customer

Edit this template
Right-click to unlock

Observing behavior shows us what people do, but not why they do it. Deep interviews are one good way to understand why people behave as they do and are best when used to understand behaviors that just occurred.

1 Possible questions to ask

Prepare in advance for how you'll run your interview.

1. Decide what behavior you want to learn more about.
2. Brainstorm and narrow on what questions you could ask your customer.

General

- Can you tell me more about that?
- Tell me the steps you went through.
- Why is that good? (if customer mentions something good)
- What exactly did you mean by that?
- How did this start?
- What was going through your mind when you did X?
- Why is that bad? (if customer mentions something bad)
- What else did you try?
- What exactly did you see?
- How does that happen?
- Can you go back to the part about X?

Goal Related

- What were you trying to achieve?
- What's the outcome you'd wish for?
- What was your intention?
- How will you know when your goal is reached?
- What was your expectation?

Root Cause

- Why is that? And why is that?
- What was your reasoning there?
- So what caused that to happen?
- What was behind that decision?

Confirm

- Can you say that again to make sure I got it?
- Let me recount what you said to make sure I got it...

What other questions could you ask?

What was behind that decision?

What was your intention?

2 Interview notes

1. Conduct your interview. Ask probing questions, repeating if necessary.
2. Debrief with your team. Share pain points, and surprises.

WATCH OUT! Interviews, even thoughtful, deep ones, are not a substitute for observing actual customer behaviors. What people say is often different from what they do.

SURPRISES

PAIN POINTS

3 CUSTOMER PROBLEM STATEMENT

30 minutes

Customer Problem Statements help describe in detail "What is the customer problem?" so teams can align and agree on which problems to solve, and communicate them with partners and stakeholders.

1 Customer Problem Statement

1. Go broad, and write down many potential problem statements based on your recent customer empathy. Don't speculate, focus on real problems you've actually observed. If you observed more than one problem, which is often the case, then write a specific problem statement for each one.
2. Share and discuss your list of problem statements as a team.

WATCH OUT! The problem statement itself is not as important as the process your team will go through to develop it. Your understanding of the customer problem will improve over time, so don't be surprised if you and your team revisit and update the customer problem statement from time to time.

I am a:	I am trying to:	But:	Because:	Which makes me feel:
A narrow description of the customer (not you!) that highlights their motivations, attributes and/or characteristics.	The customer's desired outcome.	The problem or barrier that the customer faces.	Root cause of the problem or barrier.	Emotion that the customer feels.

2 Final Customer Problem Statement

1. Go narrow, and select a single problem statement on which to focus.

I am a:	I am trying to:	But:	Because:	Which makes me feel:
[Insert Text here]	[…]	[…]	[…]	[…]

4 IDEAL STATE

20 minutes

The Ideal State is a description of a future state where an important customer problem or opportunity has been solved to such an amazing degree that the outcome seems almost impossible.

1 Ideal State

1. Refer to your customer problem statement(s) as your starting point.
2. From the customer's point of view, imagine "a perfect world" in the customer's future, then write down as many Ideal States as you wish.
3. Share and discuss your list of problem statements as a team.

WATCH OUT! Don't stop with an incremental Ideal State, or an Ideal State that describes solutions that already exists today.

In a perfect world:	The biggest benefit to me is:	Which makes me feel:
Bold statement of a future state that is borderline unachievable (perfect outcomes, not specific solutions).	*The improvement in the customer's life once the Ideal State is achieved.*	*Emotion*

2 Final Ideal State

1. Select one Ideal State that best captures the future vision for your team. The best Ideal States motivate and inspire.

In a perfect world:	The biggest benefit to me is:	Which makes me feel:
[…]	[…]	[…]

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