

# Contents

Foreword **xxiii**

Introduction **xxvii**

## **1** Goal-Directed Product and Service Design **3**

Digital Product and Service Design **4**

Goal-Directed Design **6**

Origins of Goal-Directed Design **6**

Components of Goal-Directed Design **7**

Summary **13**

## **2** Assembling the Team **15**

The Design Team **16**

Interaction designers **17**

Visual interface designer **21**

Industrial designer **22**

Design team lead **24**

Close Collaborators **25**

Project owner **25**

Design engineer **26**

Business or systems analyst **27**

Subject matter expert **28**

Usability tester **28**

Other Product Team Members **28**

When You Don't Have the Ideal Team **29**

Understaffed design team **29**

No design engineers or subject matter experts **30**

No clear project owner **30**

Too many people in working meetings **31**

Summary **32**

## **3** Project Planning **35**

The Ideal Project Starting Point **36**

Determining Your Project's Parameters **37**

Revenue or cost focus **37**

Desire to innovate **37**

Length of time horizon **37**

Understanding the problem before solving it **38**

Willingness to invest **38**

Risk factors **39**



## Developing the Project Plan 39

### Research 40

### Modeling and requirements definition 42

### Framework definition 44

### Detailed design 46

### Ongoing support 49

### Summary 49

## 4

## Research Fundamentals 51

### Benefits of Doing Research 52

### Barriers to Doing Design Research 52

"It will cost too much and take too long." 52

"We already did market research." 52

"Our subject matter experts know the users." 54

### Components of Design Research 54

### User Research Methods 54

#### Usability testing 56

#### Focus groups 56

#### Individual interviews 56

#### Direct observation 56

#### Combining observation and interviews 57

### The Research Team 58

### Essential Research Skills 59

#### Active listening 59

#### Capturing the data 62

### Summary 63

## 5

## Understanding the Business 65

### Identifying Stakeholders and Scheduling Interviews 67

### Officially "Kicking Off" the Project 69

### Conducting Stakeholder Interviews 70

#### Getting started 70

#### Things to watch out for 71

#### Topics applicable to most stakeholders 71

#### Marketing stakeholders 73

#### Engineering stakeholders 76

#### Sales stakeholders 77

#### Senior executives 78

#### Subject matter experts 79

#### Other product team members 80



Project Management for Stakeholder Interviews **82**

When You Can't Interview Stakeholders **83**

Summary **83**

## 6

### Planning User Research **85**

Identifying the Number and Type of Interviewees **85**

Step 1: Identify likely roles **86**

Step 2: Determine the base number of interviewees per role **87**

Step 3: Multiply for important factors **90**

Step 4: Trim the sample and incorporate other factors **94**

Step 5: Adjust for no-shows and poor interviews **98**

Introducing the Practice Design Problems **98**

Consumer device and service: LocalGuide **98**

Business application: Room Finder **99**

Recruiting and Scheduling **100**

Enterprise site visits **101**

Recruiting individuals **104**

The interview schedule **109**

Dealing with Challenges **110**

Summary **111**

## 7

### Understanding Potential Users and Customers **113**

Interviewing Customers in a Business Environment **113**

Useful questions for customers **115**

What not to do when interviewing customers **117**

Interviewing and Observing Prospective Users **118**

The interview setting **118**

Essential techniques **118**

What not to do in user interviews **123**

Structuring the user interview **124**

Getting started: introductions **124**

Essential interview topics **128**

Observation and the guided tour **142**

Wrapping up the interview **146**

Dealing with challenging interview circumstances **146**

Project Management for Interviews **151**

Between interviews **151**

Staying sane **152**

Team roles and responsibilities **152**

Communicating outside the team **152**

Summary **153**



<b>8</b>	<b>Example Interview 155</b>
	Summary 181
<b>9</b>	<b>Other Sources of Information and Inspiration 183</b>
	When You Have Less Time 183
	When You Have More Time 184
	Supplemental Research Methods 185
	Public-space observation 185
	Mystery shopper 187
	Diaries 188
	Surveys 188
	Web analytics and customer support data 193
	Focus groups 194
	Card sorting 196
	Competitive products and services 197
	Literature and media 198
	Summary 199
<b>10</b>	<b>Making Sense of Your Data: Modeling 201</b>
	Synthesizing Stakeholder Findings 202
	Topics to cover 202
	Handling controversy 203
	Preparing to communicate stakeholder findings 206
	Analyzing Customer and User Data 207
	Qualitative analysis 207
	Quantitative analysis 217
	Explanations and relationships 222
	Risks and opportunities 224
	Preparing to communicate your user findings 224
	Project Management during Modeling 225
	Summary 226
<b>11</b>	<b>Personas 229</b>
	Definition and Uses 229
	What personas are good for 231
	Why personas work 234
	What personas are not 236
	How many personas do I need? 238
	How often do I need to create personas? 239
	Personas who aren't users 240



## Creating Personas 242

- Step 1. Divide interviewees by role, if appropriate 244
- Step 2. Identify behavioral and demographic variables 247
- Step 3. Map interviewees to variables 252
- Step 4. Identify patterns 256
- Step 5. Define goals 265
- Step 6. Clarify distinctions and add detail 268
- Step 7. Fill in other persona types as needed 275
- Step 8. Group and prioritize user personas 276
- Step 9. Develop the narrative and other communication 279
- Validating your personas 292

## When Time Is Limited: Provisional Personas 294

### Persona Pitfalls 295

### Project Management for Creating Personas 296

### Summary 297

# 12

## Defining Requirements 299

### The Problems with Requirements 299

- Requirements cannot be “gathered” 299
- Requirements are not features 300
- Requirements are not specifications 301

### Generating Effective Requirements 302

- Sources of requirements 302
- Types of requirements 302
- The process for generating requirements 304

### Brainstorming 308

### Scenarios 308

- Why use scenarios? 309
- How Goal-Directed scenarios differ from similar tools 309
- Crafting effective context scenarios 311
- Extracting requirements from scenarios 322

### Other Requirements from User Personas 326

- Mental models 326
- Environments 326
- Physical and cognitive characteristics 327
- Skills and knowledge 327
- Goals 327



Requirements from Business and Other Needs	328
Customer persona goals	329
Stakeholders	329
Lawyers and regulations	330
Competitors and media	330
Accessibility	330
Sustainability	330
Experience Attributes	331
Step 1: Compile desirable qualities from research	334
Step 2: Group related qualities into clusters	335
Step 3: Refine and filter clusters	336
Step 4: Optimize terms to guide visual decisions	337
Step 5: Choose the best term from each cluster	338
Step 6: Describe and optimize relationships	339
Step 7: Develop additional communication tools	341
Project Management for Developing Requirements	347
Summary	349

## 13

**Putting It All Together: The User and Domain Analysis 351**

Typical Structure	352
Introduction of the project parameters	353
Research activities: what you did	354
Research findings: what you learned	356
Personas	360
Context scenarios	362
Requirements	362
Next steps	363
Developing an Effective Document	365
Developing an Effective Presentation	366
Conducting the Meeting	368
Before the meeting	368
Delivering the presentation and leading the discussion	368
Project Management for Developing the U&DA	375
Summary	375



# 14

## Framework Definition: Visualizing Solutions 377

### Essential Principles of Framework Definition 378

Consider the whole system at once 378

Learn by sketching and failing 379

Focus on structure, not details 381

Design for the long term 382

### Process Overview for Framework Definition 383

Process for design on a novel platform 384

Process for design on a known platform 384

Process for designing services 385

### Project Management for Framework Definition 385

How many directions to explore 385

Planning your time 386

### Essential Skills for Framework Definition 390

Sketching and storyboarding 390

Collaboration 393

Capturing what happens in meetings 399

### Summary 403

# 15

## Principles and Patterns for Framework Design 405

### The Importance of Context 405

### Principles for Form and Behavior 406

Design values 407

Minimizing unnecessary work 410

### Patterns for Form and Behavior 413

Organizing objects and activities 413

Combinations of patterns 421

Organizing by nouns or verbs 421

Additional ways to manage real estate 421

### Summary 423

# 16

## Designing the Form Factor and Interaction Framework 425

### IxDG and IxDS: Define Data Object Types and Relationships 428

### Full Design Team: Define Possible Functional Elements 433

Functional elements in product design 435

Functional elements in service design 436

Making decisions 437

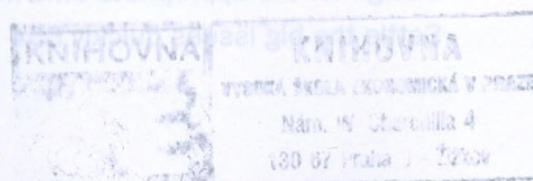


Full Design Team: Define Possible Platforms	438
Input and output methods	441
Other form factor considerations	443
Full Team: Brainstorm with Sketches	443
Brainstorming for software on a fixed platform	445
Brainstorming for services and new platforms	445
ID: Refine the Form Factor	449
IxDG and IxDS: Define the Interaction Framework	450
Develop a first draft of the framework	450
How to approach specific design situations	464
Full Design Team: Iterate Form and Behavior Together	471
Typical Challenges in Designing the Framework	472
Project Management for Defining Platforms and Frameworks	473
Internal design team check-ins	473
Project owner, SME, and design engineer review	474
User feedback	476
Summary	477

## 17

## Principles and Patterns in Design Language 479

General Principles	479
Visual information + context = meaning	480
Visually communicate what elements do	480
Have a purpose for every element and a reason for every decision	481
Repeat elements for unity	482
Be decisive, but use the smallest effective difference	483
Patterns and Principles for Specific Elements	484
Color	484
Size	488
Shape	489
Line weight and style	489
Type	491
Texture	491
Images	491
Materials and manufacturing	492
Signature elements	493
Summary	494





<b>18</b>	<b>Developing the Design Language 497</b>
	The Process of Developing the Design Language <b>497</b>
	Look for inspiration <b>499</b>
	Determine how many directions to share <b>500</b>
	Determine what elements to represent <b>501</b>
	Decide what choices best represent primary attributes <b>502</b>
	Adjust for context as needed <b>502</b>
	Begin to render the studies <b>502</b>
	Adjust for secondary attributes as needed <b>503</b>
	Review, iterate, and finalize options to present <b>503</b>
	Example: NetApp <b>503</b>
	Example: Executive Telephone <b>509</b>
	Project Management for Design Language Exploration <b>513</b>
	Summary <b>513</b>
<b>19</b>	<b>Communicating the Framework and Design Language 515</b>
	Preparing Stakeholders for the Meeting <b>516</b>
	Crafting the Story <b>517</b>
	Project summary and expectations <b>519</b>
	Review key personas and requirements <b>519</b>
	Introduce the big ideas and major anatomy <b>521</b>
	Show how it works using scenario storyboards <b>529</b>
	Revisit anatomy in more detail <b>534</b>
	Describe how the design serves persona needs <b>536</b>
	Introduce the design language(s) <b>537</b>
	Discuss and get agreement on direction and next steps <b>541</b>
	Managing Your Time and Preparing for the Meeting <b>542</b>
	Conducting the Meeting <b>544</b>
	Presenting the material <b>544</b>
	Facilitating discussion and handling concerns <b>545</b>
	Summary <b>549</b>
<b>20</b>	<b>Detailed Design: Making Your Ideas Real 551</b>
	Essential Principles of Detailed Design <b>552</b>
	Collaborate, collaborate, collaborate <b>552</b>
	Drive to complete detail, but maintain a systems view <b>552</b>
	Touch everything a second time after it's documented <b>553</b>
	Design for the appropriate time horizon <b>554</b>
	Settle the big issues quickly <b>554</b>



## 21

- Consider the cost-benefit equation **555**
- Reinforce the experience attributes **556**
- Process and Project Management for Detailed Design **556**
  - Expanding the team **556**
  - Integration with engineering methods **557**
  - Typical detailed design tasks by role **560**
  - Drafting a work list and detailed project plan **563**
- Summary **569**
- Detailed Design Principles and Patterns 571**
  - Principles: a Bit of Science, a Bit of Common Sense **571**
  - Communicating Flow, Priority, and Relationships **573**
    - Map visual flow to workflow **574**
    - Align elements for readability and simplicity **575**
    - Use visual properties to establish a clear hierarchy **576**
    - Use visual properties to establish association **578**
  - Communicating Data: Information Design **579**
  - Using Icons to Communicate about Objects and Tools **582**
    - Making icons recognizable **582**
    - Making icons understandable **583**
    - A summary of useful icon guidelines **585**
  - Text and Type **586**
    - Type size **587**
    - Additional principles **587**
  - Widgets and Data Entry **588**
    - Use widgets appropriate to the task and input method **588**
    - Allow flexible input even in bounded widgets **592**
    - Use custom controls only with good reason **592**
    - Considerations for touch screens **593**
  - Managing Large Data Sets **594**
    - Search versus categories **594**
    - Detailed queries **595**
  - Audible and Speech Interfaces **596**
    - Personality, emotion, and anthropomorphism **596**
    - Minimizing frustration **598**
  - Products Involving Safety Concerns **600**
  - Accessibility **602**
  - “That Little Extra Something” **602**
  - Summary **603**



## 22

**Detailed Design Process and Practices 605****Evolving the Interaction Design: Round One 605**Supplemental research **607**Detailed design meetings **608**Additional iteration through individual work **616****Defining the Visual System: Round One 618**Incorporating early stakeholder feedback **619**The visual system first draft: archetype screens **619**Continued expansion and evolution **632**Personas, scenarios, and experience attributes **632****Shared Image Files 633****Evolving the Industrial Design 635**Refining the form and materials **636**Refining color and surface details **638**Appearance models as design and communication tools **639****Design Reviews and Collaboration 640**Within the design team **640**With design engineers, SMEs, and business analysts **642**With other stakeholders **643**Remote collaboration **643****Iteration After Feedback 644****Common Challenges During Detailed Design 644**Framework flaws **644**Unavailable or unhelpful SMEs or engineers **645**Shifting assumptions and constraints **645**Team member time management **645**Consistency within a brand or product family **646**Uneven depth **646**Using later work to improve earlier work **647****Summary 647**

## 23

**Evaluating Your Design 649****Why, When, and What to Evaluate 649****Types of Evaluation 650**Focus groups **650**Expert reviews **651**Usability testing **652**Comparative evaluations **656****Summary 657**



<b>24</b>	<b>Communicating Detailed Design 659</b>
	The Form and Behavior Specification 660
	Background 662
	Executive summary 662
	Personas and critical requirements 663
	Product or service overview 663
	Interaction framework overview 663
	Scenarios for each interface 665
	Overview and details for each screen or function 666
	Visual system or style guide 669
	Ways to expand or cut back: the F&BS as a product roadmap 674
	Qualities of an Effective Spec 675
	Prescriptive, not suggestive 675
	Clear and professional, not pretentious 676
	Unsurprising 676
	Persona-focused 676
	Standardized 677
	Effectively formatted 677
	Documentation Process and Practices 678
	Documenting as you go 679
	Managing images 680
	Technical review and document QA 680
	Documentation tools 680
	Presenting Detailed Design 681
	Structuring and delivering a stakeholder presentation 681
	Comprehensive walkthroughs 682
	Summary 683
<b>25</b>	<b>Supporting Implementation and Launch 685</b>
	Supporting Software Construction 686
	Asset production 686
	Questions and reviews 687
	Supporting Hardware Manufacturing 688
	Common Challenges 688
	Specification as suggestion 688
	Insufficient engineering skills or resources 689
	Summary 691



## 26 Improving Design Capabilities in Individuals and Organizations 693

### Realizing Your Own Design Potential 695

Academic programs 695

Self-education 696

Experience and mentoring 697

### Expanding Design's Role in an Organization 697

Characteristics of successful change efforts 698

Overcoming the sense of loss 699

Instigating change from the bottom (or the middle) 701

### Concluding Thoughts 708

## Index 710

## 23 Evaluating Your Design 649

### Why, When, and What to Evaluate 649

#### Types of Evaluation 650

Focus groups 650

Expert reviews 651

Usability testing 652

Comparative evaluations 653

#### Summary 657