WEBVTT

00:00:23.000 --> 00:00:53.000
You!

00:00:54.000 --> 00:01:00.000
9 miles a 2 strands up with Bob Wine.

00:01:00.000 --> 00:01:07.000
Live by the Father for the sun.

00:01:07.000 --> 00:01:14.000
The going to?

00:01:14.000 --> 00:01:19.000
Down by where the sweet stream run, the.

00:01:19.000 --> 00:01:23.000
The.

00:01:23.000 --> 00:01:30.000
Now they might give me compensation. That's not what I'm Jesse.

00:01:30.000 --> 00:01:46.000
I was a rich man before yesterday. Got is a check in a pickup on the.

00:01:46.000 --> 00:01:53.000
The.

00:01:53.000 --> 00:02:00.000
The that isn't building airborne summer south.

00:02:00.000 --> 00:02:11.000
Silicon check factory only, and and the big road's pushing through
along the valleys floor.

00:02:11.000 --> 00:02:41.000
Machine boys, and they say that game become the last night. I'm just
saying the Richmond live, for he has been looks like a freeway.

00:03:13.000 --> 00:03:43.000
The.

00:04:40.000 --> 00:04:46.000
The.

00:04:46.000 --> 00:04:52.000
And and.

00:04:52.000 --> 00:05:00.000

They forgot, that told us what this old land was for Brooklyn.

00:05:00.000 --> 00:05:07.000
Between the stones.

00:05:07.000 --> 00:05:11.000
This was no, Southfolk. It wasn't a Bunder.

00:05:11.000 --> 00:05:13.000
Rosa!

00:05:13.000 --> 00:05:21.000
But it was the place that I called home. Hello!

00:05:21.000 --> 00:05:29.000
They say I gave the compensation. That's not from Jason.

00:05:29.000 --> 00:05:59.000
I was a rich man before yesterday 100 million dollars when I, under
the freeway.

00:06:37.000 --> 00:07:01.000
Take off trash control right? 5, right? 20. So we you won't break my
so.

00:07:01.000 --> 00:07:12.000
You want. Britain must. Hello! You won't break everybody, bye!

00:07:12.000 --> 00:07:28.000
Everybody now I just just quit. Bye, bye, I'm not.

00:07:28.000 --> 00:07:41.000
For that. Hmm, hmm! I found, and I'm on the building.

00:07:41.000 --> 00:08:02.000
My own. You won't break. You won't break.

00:08:02.000 --> 00:08:18.000
And bye, hey, raise your heart, raise your Hello! Do my hair!

00:08:18.000 --> 00:08:30.000
Me is backing, sleeping, real good and night. The Queen's on the front
and the dom's in the back. It's taking no fix but the whole-click
snap. There's a whole lot of people in a house trying to smoke with a
yak.

00:08:30.000 --> 00:08:55.000
In and we back outside. We set you outside. But you ain't that outside
worldwide, Hoodie, with the mask outside, in case you forgot how he
act outside.

00:08:55.000 --> 00:08:58.000
My soul!

00:08:58.000 --> 00:09:10.000
Wait! My hello! Hey!

00:09:10.000 --> 00:09:16.000
Yeah. You don't see it that we all know. Bring myself.

00:09:16.000 --> 00:09:30.000
You don't think that you'll be at that pub Angela around itself.

00:09:30.000 --> 00:09:45.000
Around, sergeant. That's A.

00:09:45.000 --> 00:09:52.000
Away. My, you wanna break my soul.

00:09:52.000 --> 00:10:02.000
And everybody every day, hey? If it but!

00:10:02.000 --> 00:10:11.000
You won't break. No, you won't break. Hello!

00:10:11.000 --> 00:10:19.000
Good, and hey!

00:10:19.000 --> 00:10:35.000
You, and through my own silly!

00:10:35.000 --> 00:10:46.000
Who says my own foundation?

00:10:46.000 --> 00:10:53.000
Hey? Thank you. Recording. Right? 22.

00:10:53.000 --> 00:11:23.000
Right. We're going 26, please, please.

00:11:29.000 --> 00:11:36.000
The weekend. My best friend. I couldn't wait for the summer at the
warm tour.

00:11:36.000 --> 00:11:47.000
I remember as a person I saw.

00:11:47.000 --> 00:11:59.000
Excuse me because she's not, hey? God! They made it!

```
00:11:59.000 --> 00:12:05.000
She says. Told her that I didn't know she's so window.

00:12:05.000 --> 00:12:11.000
Everything's better, won't she?

00:12:11.000 --> 00:12:29.000
Now at the Rock show.

00:12:29.000 --> 00:12:32.000
Mr. Direction.

00:12:32.000 --> 00:12:34.000
Nationally.

00:12:34.000 --> 00:12:46.000
So she said why, and I told her that I didn't know she's so better
when she go.

00:12:46.000 --> 00:12:50.000
Girl at the Rock Show.

00:12:50.000 --> 00:12:54.000
Hello! Wait!

00:12:54.000 --> 00:12:58.000
Always kill me!

00:12:58.000 --> 00:13:09.000
Got another chance. Say, last curtain. Yes, hands me, you know.

00:13:09.000 --> 00:13:22.000
So she says the where she?

00:13:22.000 --> 00:13:26.000
Let the rock show.

00:13:26.000 --> 00:13:36.000
Talk, show.

00:13:36.000 --> 00:13:41.000
Knocked out.

00:13:41.000 --> 00:13:46.000
The construction.

00:13:46.000 --> 00:13:51.000
And.

00:13:51.000 --> 00:14:07.000
```

Foundation.

00:14:07.000 --> 00:14:10.000
It doesn't matter if you love him or capital H.

00:14:10.000 --> 00:14:18.000
I, M. And and.

00:14:18.000 --> 00:14:24.000
Just put your paws up because you were born this way, baby.

00:14:24.000 --> 00:14:34.000
Hello!

00:14:34.000 --> 00:14:45.000
My mama told me when I was young. We're all on Super Skars. She's gone.

00:14:45.000 --> 00:15:15.000
In a glass of Hubble glass the love, and who you so hold and.

00:15:35.000 --> 00:15:36.000
Just be a drag just plain. Don't be a drag, just be a queen.

00:15:36.000 --> 00:15:47.000
Don't be a drag, just be a queen. Give us some food.

00:15:47.000 --> 00:15:51.000
So we can rejoice a truth.

00:15:51.000 --> 00:15:53.000
And.

00:15:53.000 --> 00:16:00.000
Thank you. You.

00:16:00.000 --> 00:16:10.000
Is not fair.

00:16:10.000 --> 00:16:39.000
Me, bye, bye!

00:16:39.000 --> 00:16:52.000
Life.

00:16:52.000 --> 00:17:09.000
Don't be a drag, just be a queen whether you broke or ever green your black, white Bay show legislation melodies left has won leader Ts rejoice and love yourself. Today this baby you were born.

00:17:09.000 --> 00:17:13.000
This man being transgender by.

00:17:13.000 --> 00:17:17.000
Gave it.

00:17:17.000 --> 00:17:47.000
My ambition. I am on the right, baby. I was. Gonna be brave.

00:17:59.000 --> 00:18:03.000
I!

00:18:03.000 --> 00:18:15.000
Lost was ballless on the right track. Baby, I was bonus with Hey!

00:18:15.000 --> 00:18:18.000
This way!

00:18:18.000 --> 00:18:22.000
Same, DNA?

00:18:22.000 --> 00:18:52.000
Born this way.

00:18:56.000 --> 00:19:00.000
She takes.

00:19:00.000 --> 00:19:14.000
Just like a woman. Yes, she does, and she makes love sound just like
woman.

00:19:14.000 --> 00:19:22.000
And she ate just like man.

00:19:22.000 --> 00:19:26.000
But she brings.

00:19:26.000 --> 00:19:33.000
Bye!

00:19:33.000 --> 00:19:41.000
No body, hey!

00:19:41.000 --> 00:19:51.000
Are no stand inside the range.

00:19:51.000 --> 00:19:55.000
Everybody knows us.

00:19:55.000 --> 00:20:00.000

Baby's got.

00:20:00.000 --> 00:20:19.000
A yeah, I see. Heavens! And her ball. Oh, roughly house structure.

00:20:19.000 --> 00:20:29.000
A looks just like a woman. Yeah, she died.

00:20:29.000 --> 00:20:37.000
And she makes just like.

00:20:37.000 --> 00:20:44.000
And she thanks. Just lie and.

00:20:44.000 --> 00:20:48.000
Can she breathe?

00:20:48.000 --> 00:20:53.000
The.

00:20:53.000 --> 00:20:56.000
And.

00:20:56.000 --> 00:21:00.000
It was raining from.

00:21:00.000 --> 00:21:12.000
Everybody knows the shocking and.

00:21:12.000 --> 00:21:17.000
Long times.

00:21:17.000 --> 00:21:26.000
And what's worth, so is his face and.

00:21:26.000 --> 00:21:40.000
And staying and.

00:21:40.000 --> 00:21:45.000
Are!

00:21:45.000 --> 00:21:52.000
Run! Happy!

00:21:52.000 --> 00:22:04.000
It's time time for us to.

00:22:04.000 --> 00:22:16.000
Introduced, and sprint, please, these days, let alone that you knew me.

00:22:16.000 --> 00:22:22.000
I was home.

00:22:22.000 --> 00:22:27.000
Was, your.

00:22:27.000 --> 00:22:31.000
A tear.

00:22:31.000 --> 00:22:38.000
Just like, woman. Yeah, saw you.

00:22:38.000 --> 00:22:46.000
And may God love just like the?

00:22:46.000 --> 00:22:49.000
And.

00:22:49.000 --> 00:22:55.000
Just like.

00:22:55.000 --> 00:22:59.000
But I.

00:22:59.000 --> 00:23:02.000
Just like.

00:23:02.000 --> 00:23:18.000
A little girl.

00:23:18.000 --> 00:23:23.000
One lot.

00:23:23.000 --> 00:23:28.000
Your!

00:23:28.000 --> 00:23:33.000
And to take.

00:23:33.000 --> 00:23:42.000
The past forever. Under Hollywood Land.

00:23:42.000 --> 00:23:47.000
Is, the.

00:23:47.000 --> 00:23:50.000
You give me your number?

00:23:50.000 --> 00:24:01.000

Make it. No, I'm starting to feel a certain way about. Isn't my elbow?

00:24:01.000 --> 00:24:05.000
Oh, no! No! No!

00:24:05.000 --> 00:24:15.000
Now that I around, I'm not gonna let it go.

00:24:15.000 --> 00:24:18.000
No!

00:24:18.000 --> 00:24:24.000
Night, in the dark.

00:24:24.000 --> 00:24:31.000
The cinema plays can't take of you.

00:24:31.000 --> 00:24:38.000
The smoke of luck. We both stand up.

00:24:38.000 --> 00:24:44.000
The stars alive like these tools of stone.

00:24:44.000 --> 00:24:54.000
You the with Buddy Valentine.

00:24:54.000 --> 00:25:07.000
Man away started to feel the certain way about. Isn't my elbow?

00:25:07.000 --> 00:25:10.000
No!

00:25:10.000 --> 00:25:30.000
But now that I get not gonna let go the no, no, no, no! Hello!

00:25:30.000 --> 00:25:36.000
That!

00:25:36.000 --> 00:25:43.000
Hello!

00:25:43.000 --> 00:25:48.000
I'm ready when you say so. The.

00:25:48.000 --> 00:25:58.000
Love's not to feel the certain way. It isn't my.

00:25:58.000 --> 00:26:02.000
Oh no!

00:26:02.000 --> 00:26:18.000
Now that I got, I'm not gonna let go the no, no, no, no!

00:26:18.000 --> 00:26:24.000
No, no, no, no, no!

00:26:24.000 --> 00:26:43.000
Hello! No! No! The no! No, no, no, that's Hello!

00:26:43.000 --> 00:27:07.000
The.

00:27:07.000 --> 00:27:14.000
You!

00:27:14.000 --> 00:27:20.000
You!

00:27:20.000 --> 00:27:27.000
I'm going down to the greenhound station you're a bad ticket to ride.

00:27:27.000 --> 00:27:35.000
I'm only found married 2 or 3 kids, and sit down.

00:27:35.000 --> 00:28:05.000
The right time comes up and down round about 2 or 3 times, smoking
cigarettes in the last seat, sing the song for the people of me, and
get the way the people's singer song with a friend, change your shape
that a man, and give back in the game, and start playing again.

00:28:09.000 --> 00:28:15.000
I'd like to stay, but I might have to go to start again.

00:28:15.000 --> 00:28:22.000
I might go back down to Texas. A ghoul is somewhere that I never been.

00:28:22.000 --> 00:28:29.000
And get it up in the morning, go out at night, and I won't have to go
home.

00:28:29.000 --> 00:28:55.000
He used to be James. The words to the sun. He started singing again.

00:28:55.000 --> 00:29:09.000
And.

00:29:09.000 --> 00:29:16.000
And running around looking for answers to questions that I already
know.

00:29:16.000 --> 00:29:23.000
Could build me a castle with memories just to have somewhere to.

00:29:23.000 --> 00:29:30.000
Count days in the night. There are days to get back in the saddle
again.

00:29:30.000 --> 00:29:37.000
Lead the pigeons and claim Darnin, that in today you start carping
again.

00:29:37.000 --> 00:29:49.000
We know what to say.

00:29:49.000 --> 00:29:57.000
The hmm! Hmm!

00:29:57.000 --> 00:30:04.000
The.

00:30:04.000 --> 00:30:10.000
And.

00:30:10.000 --> 00:30:18.000
I'm going down to the greenhouse station. Don't abide David Diran.

00:30:18.000 --> 00:30:25.000
More a family, 2 or 3 kids, and sit down by, sat.

00:30:25.000 --> 00:30:35.000
The sun comes up and down round the smoking cigarettes in a lassie.

00:30:35.000 --> 00:30:42.000
Sing the song for the people of me get on with it.

00:30:42.000 --> 00:30:52.000
Where people say, feed the pigeons and play stern and madder. Today.

00:30:52.000 --> 00:31:09.000
You start targeting again. We know what to say.

00:31:09.000 --> 00:31:29.000
And.

00:31:29.000 --> 00:31:33.000
Value.

00:31:33.000 --> 00:31:39.000
A!

00:31:39.000 --> 00:31:48.000
There you were come back. Only true.

00:31:48.000 --> 00:31:55.000
All the that we're singing.

00:31:55.000 --> 00:32:10.000
Oh, it said Home, the.

00:32:10.000 --> 00:32:27.000
Gone to leave this broke down, and tell us on my hands, in my please,
I will no!

00:32:27.000 --> 00:32:37.000
Make myself the by the wall, you say, give my time.

00:32:37.000 --> 00:32:44.000
Attack. I will. Hello!

00:32:44.000 --> 00:33:05.000
In a band in a bed by the water side. Listen to the real master.

00:33:05.000 --> 00:33:13.000
River going to sing me sweet and Steam.

00:33:13.000 --> 00:33:22.000
Sing me sweet, call me the back!

00:33:22.000 --> 00:33:25.000
Yes.

00:33:25.000 --> 00:33:30.000
Essay? Where is it?

00:33:30.000 --> 00:33:39.000
Mama, mama, many worlds I've known since I first met home.

00:33:39.000 --> 00:33:41.000
Going home, going home by the water side, I will arrest my bones.

00:33:41.000 --> 00:33:59.000
Listen to the my soul!

00:33:59.000 --> 00:34:02.000
Gone to.

00:34:02.000 --> 00:34:06.000
Me! Me!

00:34:06.000 --> 00:34:15.000

All the things it will.

00:34:15.000 --> 00:34:19.000
Sing a on the mat.

00:34:19.000 --> 00:34:31.000
Heaven one no! Come! And you the road! Hello!

00:34:31.000 --> 00:34:39.000
Very well. There you will. I love you more than words can tell.

00:34:39.000 --> 00:34:46.000
Listen to the real estate suites my soul.

00:34:46.000 --> 00:34:54.000
A, the.

00:34:54.000 --> 00:35:18.000
Yeah, doo doo doo doo? A did do the did do it.

00:35:18.000 --> 00:35:47.000
Did and to do.

00:35:47.000 --> 00:35:50.000
Don't!

00:35:50.000 --> 00:36:00.000
I. 7, and it so keep it.

00:36:00.000 --> 00:36:07.000
Desire, and I'll be at your side for.

00:36:07.000 --> 00:36:10.000
You know your life.

00:36:10.000 --> 00:36:14.000
To do?

00:36:14.000 --> 00:36:19.000
I!

00:36:19.000 --> 00:36:27.000
And.

00:36:27.000 --> 00:36:34.000
Now what? I'll down on it just some.

00:36:34.000 --> 00:36:39.000
Called the, and that.

00:36:39.000 --> 00:36:53.000
Me, and and you know he never shoulders face again.

00:36:53.000 --> 00:36:59.000
I!

00:36:59.000 --> 00:37:01.000
Okay.

00:37:01.000 --> 00:37:28.000
Hey! And!

00:37:28.000 --> 00:37:33.000
I'm so glad. Ha, ha! Found you!

00:37:33.000 --> 00:37:40.000
Come on! Battle!

00:37:40.000 --> 00:37:49.000
Arms around, I can stand up. And faith! Oh, oh!

00:37:49.000 --> 00:37:55.000
And.

00:37:55.000 --> 00:38:02.000
Now I.

00:38:02.000 --> 00:38:07.000
I hey! Hi! Ha! Ha!

00:38:07.000 --> 00:38:14.000
Ha! Ha!

00:38:14.000 --> 00:38:17.000
All night. High. Wow!

00:38:17.000 --> 00:38:37.000
That back there.

00:38:37.000 --> 00:38:52.000
Huh!

00:38:52.000 --> 00:39:05.000
Yeah. Oh!

00:39:05.000 --> 00:39:15.000
Heart strikes on the out, and the sun stein uptime.

00:39:15.000 --> 00:39:25.000
Hey? Out of the!

00:39:25.000 --> 00:39:32.000
I say?

00:39:32.000 --> 00:40:02.000
Only!

00:40:04.000 --> 00:40:07.000
With, some.

00:40:07.000 --> 00:40:11.000
The.

00:40:11.000 --> 00:40:35.000
Love and lost through the sooner or later, the and I on love, find
out.

00:40:35.000 --> 00:40:38.000
So, when?

00:40:38.000 --> 00:40:52.000
Only for so!

00:40:52.000 --> 00:41:13.000
On!

00:41:13.000 --> 00:41:20.000
Thank you.

00:41:20.000 --> 00:41:33.000
A thank you.

00:41:33.000 --> 00:42:03.000
On, the.

00:42:19.000 --> 00:42:35.000
Thanks.

00:42:35.000 --> 00:42:39.000
Stay there.

00:42:39.000 --> 00:42:57.000
Of all.

00:42:57.000 --> 00:43:15.000
One of them.

00:43:15.000 --> 00:43:21.000
Now, that's the way we get. The morning started, cause we wanna dance
with somebody. Hello, everybody!

00:43:21.000 --> 00:43:25.000
Good morning. Welcome to d 2 of advancing research 2023.

00:43:25.000 --> 00:43:27.000
My name is Brea Alexander. I'm going to be your guide through this journey called Day Number 2, and behalf of the curation team in Roosevelt team.

00:43:27.000 --> 00:43:35.000
Welcome. So yesterday we had a wonderful day covering theme number One, we talked about research as a transational force.

00:43:35.000 --> 00:43:45.000
Now, today, we're going to be talking about researchers as organizational change-makers.

00:43:45.000 --> 00:43:47.000
We all know that we are organizational change makers.

00:43:47.000 --> 00:43:52.000
Today, we're going to talk about it. And also tomorrow we're going to be talking about transforming our craft to close out.

00:43:52.000 --> 00:43:56.000
But for the here and now research is organized organizational change makers.

00:43:56.000 --> 00:44:00.000
I'll be throwing it to the Curator for that theme in just a moment.

00:44:00.000 --> 00:44:04.000
But first a couple of things I want to go over for those of you who might be new to the program. Welcome.

00:44:04.000 --> 00:44:05.000
First of all, you missed a fun day yesterday, but we've got recordings for that.

00:44:05.000 --> 00:44:06.000
But if you are new, you may want to take a look at our program.

00:44:06.000 --> 00:44:14.000
Page which is on the link here advancing Research Conference Com.

00:44:14.000 --> 00:44:18.000
The official time zone of this conference is specific standard time, or whatever the D.

00:44:18.000 --> 00:44:23.000

Stands for in Pdt. I think it's I don't actually know what it is.

00:44:23.000 --> 00:44:29.000
Pdt, but anyway, the point is the official conference time zone is
West coast in the United States, but depending on where you are in the
world, you can change the time zone.

00:44:29.000 --> 00:44:33.000
Just so there's no confusion about what time these sessions start and
end.

00:44:33.000 --> 00:44:44.000
You'll also notice on the agenda that we have a lot of breaks at least
10 min before each successive session, so there's no worries about any
having to pick or choose like do I want to go to that one none of that
drama here? Here?

00:44:44.000 --> 00:44:50.000
We just focus on the session that we want to go to also, as I
mentioned, you could change the time zone as needed.

00:44:50.000 --> 00:45:03.000
But yes, that's the important thing to note. Also, you'll notice here
on the slide we've got a slack Channel help dash customer desk service
if you need any help with the conference program page, or if you have
a slack person which you should be for this conference because let me
tell you it is a

00:45:03.000 --> 00:45:08.000
roombunctious and fun group in there. You could also email us at
conferences at Roosevelt, meet Com.

00:45:08.000 --> 00:45:09.000
There's an entire team of folks who are dedicated to making sure you
have a positive conference experience.

00:45:09.000 --> 00:45:20.000
So check it out. So so, else you may notice about the main page is
that we've got a main program and a sponsored program. Let me tell you
a little bit about it.

00:45:20.000 --> 00:45:22.000
So we've got these wonderful, awesome sponsors.

00:45:22.000 --> 00:45:26.000
They offer 10 different sessions throughout the conference, and there
are no overlaps with the main program.

00:45:26.000 --> 00:45:27.000
These sessions happen during the breaks between our programming, but

they are really really good.

00:45:27.000 --> 00:45:39.000
I do highly suggest you attend. The content is incredibly high quality, incredibly similar to the content you're getting in the main program. They are not sales, pitches.

00:45:39.000 --> 00:45:42.000
They also take place in zoom, though, so they're not going to be in the livestream that you see on the website. They're going to be in the link that you can find on the conference page.

00:45:42.000 --> 00:45:50.000
The zoom link. So? Oh, yeah. And I've also forgot the most important part.

00:45:50.000 --> 00:46:04.000
They are absolutely free for anybody to attend. So your cousin, your mother, your brother, your sister, anyone in your family that you know, might be interested in research or design or advancing research in general, they could all attend for free, even though they're not registered for this conference it is an incredible opportunity to get some

00:46:04.000 --> 00:46:08.000
of the goodness and community of this conference, without the price.

00:46:08.000 --> 00:46:11.000
So really, please take advantage. It's a lot of fun.

00:46:11.000 --> 00:46:13.000
And really they, some of the sponsors, play games.

00:46:13.000 --> 00:46:16.000
Some of them give away stuff. Really, you don't want to miss it.

00:46:16.000 --> 00:46:17.000
It's super duper fun. It is optional.

00:46:17.000 --> 00:46:25.000
But you should go oh, and last thing there was a sponsor session this morning at 7 30, so East Coast, and once again I'm looking at, you no excuses not to go.

00:46:25.000 --> 00:46:27.000
They had a really fun time, but anyway, all that being said, let's talk.

00:46:27.000 --> 00:46:30.000
Give a big thank you to our sponsors.

00:46:30.000 --> 00:46:32.000
So first of all, let's give a big round of applause.

00:46:32.000 --> 00:46:40.000
I hope everyone is flapping at your screen for a megabyte exhibitors,
dovetail fable, great question, medallia and user tab thing.

00:46:40.000 --> 00:46:46.000
Yeah. Yeah. Next up our bite exhibitors. Mays, yeah.

00:46:46.000 --> 00:46:47.000
And finally, our supporting sponsor. Tremendous!

00:46:47.000 --> 00:47:05.000
Yay, once again, we cannot do this program without our incredible
sponsors, who spend a lot of time, effort, and energy, not only
creating settings, but thinking about different ways that Roosevelt
can continue to enrich our program without our incredible sponsorships
but thinking about different ways that roosevelt can continue to
enrich our

00:47:05.000 --> 00:47:08.000
programming really big. Thank you. To our sponsors. We could not do
this conference or any of our conferences without your partnership and
support.

00:47:08.000 --> 00:47:15.000
So thank you. Partners alrighty. I hope everyone is flapping at their
screen and moving forward.

00:47:15.000 --> 00:47:19.000
So speaking of our sponsors, and also just the fact that Roosevelt
loves all of you.

00:47:19.000 --> 00:47:22.000
Please check out our great offers in a digital swag bag.

00:47:22.000 --> 00:47:25.000
You can pause for a second to take out your phone and take advantage
of it.

00:47:25.000 --> 00:47:29.000
If you want to take a picture of the QR. Code, if you've never used a
QR. Code, that is all right.

00:47:29.000 --> 00:47:31.000
These things are not for everybody, but the way you do it.

00:47:31.000 --> 00:47:38.000

If you have a smartphone, you take your phone, you plane if you've never used a QR code, that is all right. These things are not for everybody. But the way you do it.

00:47:38.000 --> 00:47:39.000
If you have a smartphone, you take it to your phone. You point it at the thing you should see on your screen, and then it should pop up right away.

00:47:39.000 --> 00:47:45.000
The digital swag bag, and all of that is like entirely too much for this Tuesday morning, for you. You could type in Rfld.

00:47:45.000 --> 00:47:46.000
Dot me slash. AR. 23 sponsors.

00:47:46.000 --> 00:47:51.000
It will take you directly to our digital swag we've got a lot of really cool sponsor offers, maybe even a couple books. Who knows?

00:47:51.000 --> 00:47:58.000
You gotta check it out if we were in person. You get a mug and a jacket in a sweater, but we're not.

00:47:58.000 --> 00:48:02.000
So instead, we're getting other things, or maybe there isn't muck in a jacket of a sweater. I don't know.

00:48:02.000 --> 00:48:09.000
You can only tell if you check out our digital slack bag offers so really at all seriousness, we got a lot of cool stuff and we spent a lot of time on this. So check it out, please.

00:48:09.000 --> 00:48:10.000
I'm gonna give everyone 3 s to take a picture of the QR.

00:48:10.000 --> 00:48:18.000
Code ready. 1, 2, 3, and are moving forward. So I mentioned a little bit earlier.

00:48:18.000 --> 00:48:23.000
That slack is if you're not a slack person you're missing out, and I really can't emphasize that. Enough.

00:48:23.000 --> 00:48:28.000
So we do encourage all questions to all of the speakers to be like funneled through slack.

00:48:28.000 --> 00:48:31.000
That is the way you ask the speaker any questions about their talk.

00:48:31.000 --> 00:48:34.000
Usually at the end of each talk. We have about 5 min for questions.

00:48:34.000 --> 00:48:35.000
So really, please don't leave me in the curators hanging.

00:48:35.000 --> 00:48:42.000
Ask questions, and the way you do that is through slack, Rosenfeld
media slack.com.

00:48:42.000 --> 00:48:47.000
If you're accessing, be in the browser, and most of the discussion for
the conference is going to happen in AR.

00:48:47.000 --> 00:48:51.000
23, dash general, and again I'm I'm mentioned this every time.

00:48:51.000 --> 00:48:58.000
But please, please, please, there are let me look. There are 300, and
not wait. All these 400.

00:48:58.000 --> 00:48:59.000
Excuse me, 422 people in this slack channel.

00:48:59.000 --> 00:49:06.000
That's a lot of people. So please, please, if you have a question for
someone speaking, put it directly in the thread for the talk we
usually PIN it directly to the AR 23.

00:49:06.000 --> 00:49:16.000
General discussion channel. Do your best to try to put your question
in there also.

00:49:16.000 --> 00:49:19.000
We'll just get overwritten by all the excited people talking in the
chat.

00:49:19.000 --> 00:49:20.000
Anyway, that's enough about that. I think you get an AR 23.

00:49:20.000 --> 00:49:26.000
Generals where the party is going to be at for the conference, and in
slack, if you need help.

00:49:26.000 --> 00:49:38.000
I mentioned this a bit earlier, but help desk customer, desk service
for helping customer service, or just if you're feeling uncomfortable
if you don't understand something at the livestream it's not working
the way you think it should be anything under the sun help desk

customer

00:49:38.000 --> 00:49:45.000
desk service for here to help you. The last thing I want to talk about
is AR 23 sponsors, and AR 23 cohort.

00:49:45.000 --> 00:49:47.000
So again, if you want to connect with sponsors, AR.

00:49:47.000 --> 00:49:52.000
23 deaf sponsors means, like AR 23 dash exhibit A. R.

00:49:52.000 --> 00:49:56.000
23 dash! Fable like it's just that you should see them in the slack.

00:49:56.000 --> 00:50:03.000
You could connect with any sponsor you wish and then, finally, if you
are in a cohort, or you believe you should be in a cohort, you should
already be in that private channel.

00:50:03.000 --> 00:50:04.000
So if you're not, let us know in the Help channel, or in a AR 23,
General, and we will make sure that you're where you are.

00:50:04.000 --> 00:50:07.000
Supposed to be. But yes, the parties in slack. You don't want to miss.

00:50:07.000 --> 00:50:14.000
It. It's a huge part of the conference experience.

00:50:14.000 --> 00:50:17.000
Check it out, write it down alrighty. Let's move forward.

00:50:17.000 --> 00:50:27.000
So something really cool about this conference as well is that you
have no need to take any notes session notes, sketch notes, resource
list videos and decks, as in the slide decks of the performers.

00:50:27.000 --> 00:50:37.000
Excuse me of the presenters, you know it is debatable where it's a
performance or presentation, but it's mostly a presentation that goes
without saying.

00:50:37.000 --> 00:50:45.000
Anyway, it's early. So my point is, please sit back and relax, because
all the content that you're going to see today is going to be provided
to you pretty promptly.

00:50:45.000 --> 00:50:46.000
In some cases even an hour or 2 after the presentation.

00:50:46.000 --> 00:50:55.000
But let me tell you something that I do promise we will make sure
those like, no matter what happens, those decks and things will be on
the website.

00:50:55.000 --> 00:50:57.000
So there's no need to tap us on the shoulders.

00:50:57.000 --> 00:51:09.000
We will make sure. You know when that stuff is up and running so
please sit back and relax and while we're on the subject of sketch
notes and things, I want to give a shout out to David Nicholson, who
is our in-house scribe for his wonderful contribution to

00:51:09.000 --> 00:51:13.000
the conference. His bio is David is a senior U. S.

00:51:13.000 --> 00:51:21.000
Designer at Pwc. With a passion for helping design, enterprise, scale
products before transitioning into us design, David worked as a
business analyst and his leveraged the skills he developed in that
role such as facilitating workshops and creating user.

00:51:21.000 --> 00:51:34.000
Clothes into his design career. Thank you, David, for the wonderful
contribution to make to our conference, and for making sure that our
hands are not cramping, trying to get all this awesome information
down.

00:51:34.000 --> 00:51:41.000
Thank you. So speaking of which I feel like I've been talking a lot so
we're coming around the mountain here with all the talking I'm doing.

00:51:41.000 --> 00:51:43.000
I have to remind everyone about our code of conduct, even though we
are virtual.

00:51:43.000 --> 00:51:49.000
We are still a community, and we are obligated to treat each other
with kindness and respect.

00:51:49.000 --> 00:51:52.000
So please read our code of conduct. It is on every page of our site.

00:51:52.000 --> 00:52:06.000
The code of conduct includes procedures for getting help, and it goes
without saying that the Roosevelt media team and myself want to make
sure that everyone who attends this conference feels comfortable and
safe to be their fullest Selves and engage in our community if you

feel like uncomfortable in any

00:52:06.000 --> 00:52:08.000
way, shape or form. Bullying is absolutely not tolerated.

00:52:08.000 --> 00:52:15.000
We we are a we are a good vibe here, and we want to make sure that we're doing everything in our power to make that continue to happen.

00:52:15.000 --> 00:52:18.000
So you're feeling uncomfortable if you're feeling unsafe.

00:52:18.000 --> 00:52:23.000
If you're feeling like this, community isn't welcoming you in the way that you expected, we want to know about it.

00:52:23.000 --> 00:52:30.000
Please let us know in the code of conduct the procedures for getting help are there, or just once again, that helps slack channel is a great way to get in contact with any of us.

00:52:30.000 --> 00:52:33.000
Enough housekeeping now that we've got the official stuff out of the way.

00:52:33.000 --> 00:52:43.000
It is my honor to introduce to Maine stage. Chris who is going to be talking to us about 3 number 2, theme number 2 researchers as organizational change makers.

00:52:43.000 --> 00:52:48.000
Chris has been a user researcher at airtable workday and answer lab prior to his user research.

00:52:48.000 --> 00:52:51.000
Chris and careers in marketing and behavioral health.

00:52:51.000 --> 00:52:53.000
Chris holds a BA. In English literature from Brown University.

00:52:53.000 --> 00:52:54.000
He lives in San Francisco with his wife, their daughter, and an imaginary panther named Winston.

00:52:54.000 --> 00:53:06.000
Welcome, Chris. Gee said. We are so thrilled to have you as our theme to Curator.

00:53:06.000 --> 00:53:07.000
How are you?

00:53:07.000 --> 00:53:08.000
Thank you. Great to see you.

00:53:08.000 --> 00:53:09.000
Oh, it is great to see you! I love your plans.

00:53:09.000 --> 00:53:14.000
And then the I forget what these call, where you can like make a
pestle and motor.

00:53:14.000 --> 00:53:15.000
Yeah, order and pestle.

00:53:15.000 --> 00:53:20.000
Is that what they're? Yes? Well, you look great. I'm gonna hand it off
to you and your lovely plants in decor. Take it away.

00:53:20.000 --> 00:53:27.000
Thank you for you, and thank you, all of you, for being here.

00:53:27.000 --> 00:53:30.000
I love when we come together as a community yesterday was amazing.

00:53:30.000 --> 00:53:42.000
And I am psyched for today. But I also have to acknowledge this is a
weird time for research layoffs have torn through our field.

00:53:42.000 --> 00:53:47.000
Doubtless many of you have been laid off. Some of our speakers have
been laid off.

00:53:47.000 --> 00:53:57.000
I've been laid off. It's hard to think about advancing research when
so many of us are just trying to get back to where we were.

00:53:57.000 --> 00:54:03.000
But I submit to you that there's no better time to advance research
than now.

00:54:03.000 --> 00:54:22.000
We will bounce back from this. I was laid off in 2,001 and 2,008, and
late last year will bounce back, but layoffs will come again, and when
they do come again we need to make sure that they don't treat research
the way.

00:54:22.000 --> 00:54:29.000
They have over the past couple of months. We don't just need to do a
better job of articulating our value.

00:54:29.000 --> 00:54:48.000
We need to become more valuable, and, in my opinion, the way we do
that is to step out from informing decisions and into becoming
changemakers, and that's the thinge for today, researchers as
organizational change makers, I think of this conference as a kind of
zooming in

00:54:48.000 --> 00:54:52.000
we start at the 30,000 foot level with theme. One.

00:54:52.000 --> 00:54:57.000
Our concerns are societal and foundational.

00:54:57.000 --> 00:55:03.000
We zoom in on day 2, and our concerns are at the organizational level.

00:55:03.000 --> 00:55:10.000
And then we zoom in again tomorrow, and our concerns are kind of at
the level of our practice.

00:55:10.000 --> 00:55:13.000
Advancing research in our day to day work today's service is kind of a
bridge between theme.

00:55:13.000 --> 00:55:20.000
One, and theme 3. And the astute observer.

00:55:20.000 --> 00:55:28.000
May note that the talks over the course of today start closer to theme
one and end closer to theme 3.

00:55:28.000 --> 00:55:42.000
We begin with Pregnanca in conversation with Rita Cadre, as they talk
about the role, the qualitative research can play in getting our
organizations to center humans in AI innovation, one of the approaches
that I anticipate.

00:55:42.000 --> 00:55:48.000
They'll reference is participatory research. But what is participatory
research?

00:55:48.000 --> 00:55:55.000
It always seems like something you're either doing or not doing, and
more often than not doing.

00:55:55.000 --> 00:56:07.000
Sarah Fatala is gonna share a framework that kind of breaks us out of
that binary, participatory or non participatory way of thinking.

00:56:07.000 --> 00:56:26.000

Speaking of breaking us out of binaries, Scott plues is going to share with us, and unorthodox approach to integrating, qualitative thinking and quantitative thinking as he shares a way that we can start to think about using mathematical conceptual models to inform the way that we

00:56:26.000 --> 00:56:33.000
think about research, and specifically how insights go viral in our organizations.

00:56:33.000 --> 00:56:53.000
We then get to 3 talks that directly, address the opportunity we have to step into our power as organizational change makers and Mamma Gani is going to talk about how to prevent generative workshops, such as design sprints from devolving into political theater carl turner is

00:56:53.000 --> 00:57:03.000
gonna share a number of frameworks that he uses to understand organizational and cultural issues in order to revive projects that seem doomed.

00:57:03.000 --> 00:57:07.000
And Kristin Guth is going to share a workshop that she's used to drive.

00:57:07.000 --> 00:57:16.000
Claire's, and align stakeholders, and then we end with a talk about researchers is organizational change makers.

00:57:16.000 --> 00:57:22.000
That also starts to set the stage for tomorrow and get us thinking about transforming our craft.

00:57:22.000 --> 00:57:34.000
And then that talk Mike Orren will detail how we can move to a model that more closely resembles that of the pharmaceutical industry.

00:57:34.000 --> 00:57:35.000
As valuable as each of these talks are on their surface.

00:57:35.000 --> 00:57:46.000
They're connected in, how they focus on shifting our organization's ways of learning, thinking, and doing.

00:57:46.000 --> 00:57:56.000
We researchers have an opportunity to use our position or orientation and our skills to lead change.

00:57:56.000 --> 00:58:01.000
We're positioned at the nexus of insight and action.

00:58:01.000 --> 00:58:06.000
But what got us here won't get us one. We want to go.

00:58:06.000 --> 00:58:12.000
And speaking of someone who was recently laid off, maybe that's not a bad thing.

00:58:12.000 --> 00:58:35.000
So thank you for being here. Thank you for investing in yourself and in our field, and when it's done I invite you to take the lessons learned and the provocation shared back into your professional lives let's shake shit up, and with that i'm gonna slip into the background to

00:58:35.000 --> 00:58:37.000
support the speakers, and I'll pass it over to you. Bria.

00:58:37.000 --> 00:58:38.000
Let's shake. Shit up. I know that's right.

00:58:38.000 --> 00:58:45.000
I can't think of a better way to introduce our first speakers for the day. Wow!

00:58:45.000 --> 00:58:53.000
It's my pleasure to introduce privilege and Rita Cadrey Pryog is an entrepreneur and trained researcher who is dedicated to building the technology.

00:58:53.000 --> 00:59:01.000
He always wish he had when conducting user research. He is the co-founder and CEO of Haymarvin a qualitative user research program platform. Excuse me.

00:59:01.000 --> 00:59:15.000
That elevates the voice of your customers. So you design exactly what they need, and Readita Cadre is a research scientist at Google, where she studies AI technologies in the global South in particular, she's interested in the frictions and failures that emerge when there is a disconnect

00:59:15.000 --> 00:59:17.000
between, lived realities of users and non-western settings.

00:59:17.000 --> 00:59:18.000
In the assumptions of the technology designers. Welcome Prag and Rita.

00:59:18.000 --> 00:59:29.000
We are thrilled to have you this morning, or afternoon or evening,

depending on where you are.

00:59:29.000 --> 00:59:36.000
Thank you so much, Priya, for your introduction, and great to meet
everybody.

00:59:36.000 --> 00:59:42.000
Thank you so much for having us. Let's just jump right in.

00:59:42.000 --> 01:00:04.000
So, you know, speaking of arts for responsibility as researchers, and
one of the things that you know, while we've been talking to that, one
of the things that have really fascinated me about your journey is,
you know how your when you were doing research, on you know your
research, is in mobility platforms and we

01:00:04.000 --> 01:00:07.000
know in the Us. S. We know mobile military platforms as Uber and
postmates, and all these platforms that kind of move goods and people
around.

01:00:07.000 --> 01:00:23.000
And you studied those platforms in in Southeast Asia, and you know you
told me the story that you know how you were surprised by what you
found when you first got there.

01:00:23.000 --> 01:00:40.000
When you first first started doing this research, I would love to kind
of talk a little bit about how you know how this research came to be
what you found and how that research is now impacting your current
research in generative way.

01:00:40.000 --> 01:00:53.000
Thanks, brag and thanks everyone for being here. Yeah. So I began my
research on mobility platforms in Jakarta around 2016, 2017.

01:00:53.000 --> 01:01:10.000
And this is a time when at least in the Us. There are massive concerns
about mobility platforms creating, you know, kind of all of the
impacts that mobility platforms were having on the labor market on
drivers to exploitation a lot of conversations around.

01:01:10.000 --> 01:01:20.000
You know your algorithm as a boss and kind of the lack of agency that
drivers have in this case, and how their you know work is completely
changing.

01:01:20.000 --> 01:01:33.000
And so I went into Jakarta with the similar narratives that their 2
platforms go Jack and Grab, and the narrative was that they have

totally transformed everything in the mobility market.

01:01:33.000 --> 01:01:47.000
But when I went in there I realized that actually a lot of pre-existing practices that organize the informal or unregulated mobility market of Jakarta.

01:01:47.000 --> 01:01:48.000
We're still present in this digital transformation or digital disruption.

01:01:48.000 --> 01:02:09.000
And one of the most the biggest ones were. How much drivers self organized around physical locations called base camp. And these are exactly the physical spots that platforms had said that they would get rid of because, you know, they were considered inefficient like taxi stands.

01:02:09.000 --> 01:02:11.000
They wanted a more dynamic system, but drivers continued that practice of hanging out in spots.

01:02:11.000 --> 01:02:24.000
They created physical base camps, locations that they would, they decorated with their own community Logos.

01:02:24.000 --> 01:02:31.000
They had uniforms, they had badges. If you go visit, and other communities base camp, you would get a souvenir.

01:02:31.000 --> 01:02:35.000
There were elections, and these were totally granted.

01:02:35.000 --> 01:02:51.000
So just to be clear. These were kind of like uber light.

01:02:51.000 --> 01:02:52.000
Yeah.

01:02:52.000 --> 01:02:55.000
Uber drivers that were self-organizing, and they had their own kind of offices where the process was very similar or the experience was very similar, like Expl, like going to somebody's workplace.

01:02:55.000 --> 01:02:59.000
Yeah, if they were kind of, you know, they call them base camps.

01:02:59.000 --> 01:03:05.000
This is their word, not mine, and you could go to your base camp at the end of the day, or during.

01:03:05.000 --> 01:03:13.000
You know your breaks to charge your phone, get food, and these were
totally, you know self-organized.

01:03:13.000 --> 01:03:14.000
So the communities themselves pitched in every month, and poorer
together.

01:03:14.000 --> 01:03:26.000
Money, for insurance, for making sure. You know that they had food,
that they had, charging, that their electricity they had these.

01:03:26.000 --> 01:03:31.000
Like all these relationships, they had built with the local landlords
to make sure that they were.

01:03:31.000 --> 01:03:35.000
You know they could construct this like shelter in that area.

01:03:35.000 --> 01:03:41.000
So this for these are highly organized if computed, informal, and
grassroots, and ground up.

01:03:41.000 --> 01:03:42.000
And you were not expecting that when you went in you had no idea. Wow!

01:03:42.000 --> 01:03:48.000
And you know, completely different from what completely different from
what was going on in the Us.

01:03:48.000 --> 01:03:51.000
With Uber driver, Webinar. It wasn't uber.

01:03:51.000 --> 01:04:02.000
Drivers were getting more and more alienated at that time, and so this
kind of interaction, I think, like really stuck with me in terms of
the importance of doing grass ground grounded qualitative research.

01:04:02.000 --> 01:04:04.000
Where you actually go into the context to feel research and develop
relationships with people on the ground to kind of understand what's
going on.

01:04:04.000 --> 01:04:15.000
And the most important lessons here, I think, were one context.
Matters.

01:04:15.000 --> 01:04:22.000
So technologies don't have universal impact, and designers,

assumptions of what technologies are going to do in.

01:04:22.000 --> 01:04:31.000
You know one in like New York is going to be very what actually happens in New York versus Jakarta you know they're going to be differences.

01:04:31.000 --> 01:04:42.000
And the only way we can distract our own assumptions of what's going to happen, and actually recognize what's going on on the ground for users is is by actually going and talking to them.

01:04:42.000 --> 01:05:01.000
I think the other thing that really stood out was once you put things out into the world, a lot of the innovation is going to come from the users creating unexpected uses of your technology, users are smart, innovative, and actually, in the history of technology, we realize that a lot of the innovation

01:05:01.000 --> 01:05:19.000
actually comes from users rather than big companies. And one example that I'll give you of this happening in Jakarta was that, you know mobility platforms have not created these apps, and they assume that these apps are going to most efficiently connect driver to rider.

01:05:19.000 --> 01:05:25.000
But, as you know, Bragg, you're from South Asia and from South Asia.

01:05:25.000 --> 01:05:28.000
We know that in a lot of parts of the world mobility is not completely.

01:05:28.000 --> 01:05:31.000
You can't just motorcycle motorbike drivers can't just show up wherever they want, right?

01:05:31.000 --> 01:05:32.000
There's security issues. There's traffic. You can't just wait.

01:05:32.000 --> 01:05:45.000
You on the street. And so a lot of the places where demand that would like demand hotspots where writers wanted to be picked up by drivers were areas where drivers couldn't even wait for their customers.

01:05:45.000 --> 01:06:00.000
And so drivers actually started recognizing this mismatch in what the app is expected them to do and what they could actually do, started creating their own hat apps.

01:06:00.000 --> 01:06:16.000

They had the the security, you know. Infrastructure of these platforms and created their own gray market apps that they were distributing on what'sapp groups to each other, and these for them, will resolve in a lot of the problems that the platform wasn't resolving for them whether

01:06:16.000 --> 01:06:23.000
that's you know them being allowed to wait a little distance away whether that's stuff like magnifying text.

01:06:23.000 --> 01:06:26.000
What is that stuff like? Just auto accepting orders?

01:06:26.000 --> 01:06:27.000
And actually to the point.

01:06:27.000 --> 01:06:29.000
So they were building apps on top of these apps. So they were kind of hacking into, wow, okay.

01:06:29.000 --> 01:06:43.000
Yeah, and in, you know. And some of these features were so great that these companies took notice and actually eventually integrated them with their within their own official platform.

01:06:43.000 --> 01:07:04.000
So I think a lot of this kind of experience was about giving more credit to the users and giving more credit to the context and not assuming that sort of what the technology that we design is one the best solution. And 2 will have the kinds of impacts that we think that we think they're going to.

01:07:04.000 --> 01:07:15.000
That's that's fascinating. I think that's really important to, you know, understand, in the context of what companies like open AI are doing where you know, they're.

01:07:15.000 --> 01:07:26.000
You know, they are on a fast release. They're releasing products and releasing.

01:07:26.000 --> 01:07:27.000
Hmm!

01:07:27.000 --> 01:07:28.000
But it's unclear. The impact that it has on, not, you know, forget about the global South.

01:07:28.000 --> 01:07:34.000
But even within the you know the community that we are all part of so

so that brings me to my next question right?

01:07:34.000 --> 01:07:47.000
Like you mentioned being a researcher going into these communities,
really being surprised by the impact that these apps were having both
positive and negative on these communities.

01:07:47.000 --> 01:07:53.000
That's very different from the impact that you have seen in the Us.

01:07:53.000 --> 01:07:57.000
In fact, you wouldre talking about. I'll go to my boss.

01:07:57.000 --> 01:08:05.000
I distinctly remember I was on some documentary, and I mentioned this
like, Oh, my God, algorithm as boss is going to have like a terrible
impact on people's lifestyle and stuff.

01:08:05.000 --> 01:08:10.000
But it's great to hear that fascinating hear that that was very
different.

01:08:10.000 --> 01:08:17.000
The impact was very different. In Southeast Asia and in the global
South.

01:08:17.000 --> 01:08:29.000
So, you know, I see researchers in a lot of ways as as flag pillars
right like we are supposed to engage our communities.

01:08:29.000 --> 01:08:42.000
We are supposed to engage them in meaningful ways, and I'm sure then
the researchers at these platforms that you were studying did try to
do that.

01:08:42.000 --> 01:08:44.000
So, so I kind of see this research gap right?

01:08:44.000 --> 01:08:59.000
Like what they were, expect, what they wanted to build, or what the
researchers thought the company should build, was what the community
needed there was a there was a pretty big gap there.

01:08:59.000 --> 01:09:06.000
How do you think us as researchers and kind of narrow that gap?

01:09:06.000 --> 01:09:19.000
What are kind of our ethical responsibilities to make sure that you
know that cap isn't as white from the get-go, and especially important
in the field of something like generative AI.

01:09:19.000 --> 01:09:33.000
That's having such a huge impact on our lives. So what do you think us
as researchers kind of are, ethical responsibilities lie when it comes
to engaging our community and engaging our users. And beyond?

01:09:33.000 --> 01:09:44.000
Yeah, I think the number one thing to remember is, and Chris mentioned
this in his Intro also is to recognize where it is that especially
qualitative researchers have power right. They have.

01:09:44.000 --> 01:10:00.000
The they have this really powerful tool to unearth rich insights which
otherwise would just be lost, and not just what is happening, but why
it's happening and how it's happening.

01:10:00.000 --> 01:10:07.000
So one kind of big chunk of that is, who has, you know, we have.

01:10:07.000 --> 01:10:22.000
If we're generative. AI, we have tools to bring rich insights and
throughout the entire AI pipeline right? Whether that's data set
duration, evaluation deployment use cases post deployment, iteration
as an example a lot of current evaluations

01:10:22.000 --> 01:10:31.000
of AI models are automated like, for example, looking at whether what
is being produced is toxic or not.

01:10:31.000 --> 01:10:34.000
For example, and a lot of toxicity.

01:10:34.000 --> 01:10:41.000
Classifiers have inbuilt assumptions of, you know, toxicity that is
very narrowly defined.

01:10:41.000 --> 01:10:46.000
That is only toxic. In like certain communities. In, let's say, the
Us.

01:10:46.000 --> 01:10:55.000
But as a quality to researcher, you can actually help build out
evaluations that consider social context when thinking about toxicity.

01:10:55.000 --> 01:11:03.000
Because you, as a researcher, have worked in, have recognized how, how
these things differ, you know, in different parts of the world.

01:11:03.000 --> 01:11:14.000
So kind of recognizing that their limits to a lot of the way a lot of

the kind of automated you know, the classifiers in this case are valuation techniques or data seturation techniques.

01:11:14.000 --> 01:11:19.000
So we need qualitative research as foundational knowledge of like, you know what's going wrong, what is offensive?

01:11:19.000 --> 01:11:22.000
What is the cultural meaning of a lot of these generative AI outputs?

01:11:22.000 --> 01:11:28.000
And then we also have X expertise, I think, in.

01:11:28.000 --> 01:11:48.000
And so as as kind of a pushback on this automator as a way to you know, adds to these automated measures, a lot of companies are now also using what they're calling like human feedback into their development pipeline and basically what that is is you know, in prague, you know.

01:11:48.000 --> 01:11:55.000
this really? Well, it's annotators or Microsoft workers who are given a list of questions and they just have to say like, Yes, this is toxic.

01:11:55.000 --> 01:12:07.000
Yes, this is offensive. No, this is not offensive, but as qualitative researchers, we know that the answers to a lot of these questions change based on who you are, what you ask, how you ask it.

01:12:07.000 --> 01:12:23.000
And so as we can actually design much better human in the loop, evaluation guidelines than what is being considered right now, because we will think much more deeply about our sample, we'll think much more deeply about the questions we asked we'll think much more deeply of the

01:12:23.000 --> 01:12:26.000
limitations of some of these almost survey. Like, you know.

01:12:26.000 --> 01:12:37.000
Right. So you're talking about when you have these micro, you know, when you're when you're training in algorithm an AI algorithm, you to train the algorithm from humans set in.

01:12:37.000 --> 01:12:46.000
And they basically answered these questions about, you know, all the way from, is there a is that a boat in this in this picture?

01:12:46.000 --> 01:12:53.000

To is this text considered explicit or not, that all requires kind of human input.

01:12:53.000 --> 01:12:55.000
I'm assuming. That's the platforms that you're talking.

01:12:55.000 --> 01:12:58.000
Umhm. Yeah.

01:12:58.000 --> 01:13:04.000
So in terms of these these platforms, these especially kind of AI platforms.

01:13:04.000 --> 01:13:20.000
Do you feel in terms of? Do you feel that today that is still a gap that exists from from kind of ethical point of view?

01:13:20.000 --> 01:13:35.000
From what the companies are doing to what you, from your experience working in the global global South, needs to be done is there kind of you still see that that gap still persists?

01:13:35.000 --> 01:13:41.000
And especially in the AI generative way I feel.

01:13:41.000 --> 01:14:01.000
Yeah, I think, thinking about, you know, thinking about all these things we've talked about about context, about actually, like onground impact, about like processes of development, who is being involved in those processes of development kind of thinking about the complexity, of the world and realizing that this is not going to be a the impact

01:14:01.000 --> 01:14:07.000
is not going to be as sort of neat and contained as as we assume it.

01:14:07.000 --> 01:14:11.000
It's and I think, like bringing in a lot of times.

01:14:11.000 --> 01:14:12.000
Researchers are brought in right at the end. Right? Like to be like, okay.

01:14:12.000 --> 01:14:31.000
Now we've sort of made the technology. Now, can you look at the technology and test it out in a couple of people just to make sure the interfaces are correct as opposed to thinking about the very deep foundational insights that we bring into like is this technology even useful is it something that we're like

01:14:31.000 --> 01:14:40.000

on ground solve problems, but I think, like I want to bring it back to to the researchers and think about.

01:14:40.000 --> 01:14:42.000
You know the stuff that the companies can do, and there's all of these, you know questions about why they're building technologies, who they're building them for.

01:14:42.000 --> 01:15:07.000
Etc., but I also want to recognize that different researchers have different types of agency and power and social capital, and I recognize that I think what researchers in this moment can do is think about their one as I said, like think about the power that they have.

01:15:07.000 --> 01:15:16.000
And what they can bring, and then accordingly think about the big picture plan that can be that can be executed at different, you know.

01:15:16.000 --> 01:15:39.000
At different levels in different ways. So for as an example, right like, let's say, we want to make, we want to make space or something that I'm very passionate about is making space for more diverse and interdisciplinary conversations, especially on questions that are like complex like the

01:15:39.000 --> 01:15:45.000
impact of social impact. Generative AI are building more ethical, responsible, or humanistic forms of technologies.

01:15:45.000 --> 01:15:48.000
Now that's that's something that requires the kinds of expertise that I may not have.

01:15:48.000 --> 01:15:58.000
Right. I have a very specific expertise, and then I recognize that a lot of things that I just don't know about, and there are other experts who I would like to elevate.

01:15:58.000 --> 01:16:02.000
And that's not just academic experts. But that's also like experts with like lived experience or experts from different communities that have been like deeply working on these on these issues.

01:16:02.000 --> 01:16:18.000
And there are times when you have the budget and the space to do a big research project where you, you know, interviews like marginalized populations and bring in people from different disciplines.

01:16:18.000 --> 01:16:23.000
But then there oftentimes, when you can't do that, so are there other

things I can do like?

01:16:23.000 --> 01:16:30.000
Is there someone that I can partner with that can bring this kind of expertise at this at this level?

01:16:30.000 --> 01:16:37.000
Is there a dog series that I can do that brings in more interdisciplinary researchers even within my team?

01:16:37.000 --> 01:16:44.000
Is there like Canassad having these conversations and pushing for cultural changes around?

01:16:44.000 --> 01:17:01.000
You know what kind of knowledge is valued and what kind of expertise is valued, and I think all of that we shouldn't underestimate, like the power all of the things that can actually make make a lot of difference.

01:17:01.000 --> 01:17:02.000
So you talked about kind of 2 different power dynamics here.

01:17:02.000 --> 01:17:29.000
One is the power that we have with our community, and for our part, power, that you know the power imbalances that exist between a researcher in the community, that they are studying, and then the power imbalance that might exist in an organization based on what kind of impact you have you mentioned a couple

01:17:29.000 --> 01:17:46.000
of different interesting points. One other point you mentioned was this idea to bring researchers early in early in the organizing in in the design process, but then giving power to the community to say Well, this is not helpful right?

01:17:46.000 --> 01:18:02.000
And then the power for the researcher to bring that back to their bosses and say, Here is what we are hearing from the community to say, like, Hey, this is absolutely not something that they that they want right.

01:18:02.000 --> 01:18:03.000
So how do you? How do you kind of balance that out?

01:18:03.000 --> 01:18:09.000
Could you talk a little bit about? How do we balance that out?

01:18:09.000 --> 01:18:21.000
And then you know what are kind of, you know, practically in an on

environment where you know, as Chris mentioned, you know, researchers have been getting, you know, laid off.

01:18:21.000 --> 01:18:28.000
And there's definitely this fear of of rocking the boat too much.

01:18:28.000 --> 01:18:29.000
Hmm!

01:18:29.000 --> 01:18:31.000
How do you reconcile both of those kind of power, dynamics?

01:18:31.000 --> 01:18:35.000
Yeah, so I think for the first thing we have to, I will, you know, there are lots of things that like companies can do, and you know, other people can do.

01:18:35.000 --> 01:18:42.000
But I want to focus on the on us, like what can we do as researchers?

01:18:42.000 --> 01:18:59.000
I think the one thing that we have to absolutely do to balance out the this kind of like power, differential between the research and the communities is, be reflective of our own processes of research, I think it's, you know, this we often have great objectives, which is you know, we do parts.

01:18:59.000 --> 01:19:05.000
For research, and I know a couple of talks are going to talk about that.

01:19:05.000 --> 01:19:23.000
You know. Talk to the community, bring in more diverse voices, but we don't give the space for what we're seeing to challenge our own assumptions of our expertise as researchers is sort of researchers sometimes go in with very set ideas of what they're what they're going to ask about.

01:19:23.000 --> 01:19:30.000
What they're going to find like they have a set interview protocol, and they just kind of like, you know, it's almost like treating users as check boxes where you go in.

01:19:30.000 --> 01:19:36.000
You just like, do this research, you check, you check the box, and then you you come back.

01:19:36.000 --> 01:19:46.000
So I think, like thinking about having the space to kind of like completely throughout your what you went in with and completely change

and that's what I had to do in in Jakarta.

01:19:46.000 --> 01:19:52.000
Can completely change the direction of questions by like recognizing that what I was asking made no sense in this.

01:19:52.000 --> 01:20:06.000
In this context, I'm an only learnt that because I was able to build relationships with with the drivers and communities, I think, recognizing also the gaps in who you're talking to.

01:20:06.000 --> 01:20:12.000
All communities have intra community politics. There's some more kind of like pristine community, that is all-inclusive.

01:20:12.000 --> 01:20:13.000
So anytime you talk to someone think about like, who are you not talking to?

01:20:13.000 --> 01:20:24.000
Whose voices are missing. What are the intra-community politics that are and power dynamics that are shaping the responses that you're getting?

01:20:24.000 --> 01:20:39.000
So, for example, in a lot of times, in companies, people think that they want to do non-western research, and they end up going to like one country, one community, you know, India comes up a lot in this case where there's talk to like a couple of people in India and they think people are like okay, we've done kind.

01:20:39.000 --> 01:20:55.000
Of global South research. But that's not true, because even within India, there's so many like layers of hegemony and hierarchies of power that people are immersed in that kind of create exclusions and completely change people people's experience with technology so kind of this

01:20:55.000 --> 01:21:00.000
kind of sampling question, and I think the process of engagement is also something to think about.

01:21:00.000 --> 01:21:16.000
Oftentimes research in companies is done through vendors where there's a lot of distance between researcher and the communities as a researcher, almost as like this, like consultant where they draw up a lot of the draw up a lot of the protocols and then just kind of like send other

01:21:16.000 --> 01:21:26.000

people to do it. I'm always very uncomfortable with that kind of research, because I feel like that assumes that the question that we asked at the outset are exactly the questions that we want answered.

01:21:26.000 --> 01:21:31.000
And as we know, that's not the case, and then I think, lastly, it's I understand, you know, like not rocking the board.

01:21:31.000 --> 01:21:42.000
The process we're in, but I think we shouldn't also let the world of computer science make us forget our own power and what we bring to the table.

01:21:42.000 --> 01:21:51.000
And recognizing. Often we have to make our own space, and I think these macroeconomic conditions are temporary, but that power is is permanent.

01:21:51.000 --> 01:21:58.000
So if it is, if you feel like this is the time to hunker down and not make too many changes, that's sure. That's great.

01:21:58.000 --> 01:22:09.000
But I think like kind of being on the lookout for the opportunity to push wherever you can, whether that's just at a team level or level research level, or even these kinds of conversations that we're having.

01:22:09.000 --> 01:22:19.000
Like, if you're organizing a conference next, or a research panel can you bring in different types of voices can you organize a panel that like the next?

01:22:19.000 --> 01:22:24.000
You know, advance in research conference and bring in.

01:22:24.000 --> 01:22:29.000
Bring in one perspective that talk about research in a different way than we are used to.

01:22:29.000 --> 01:22:38.000
So I think we all have different sort of pockets of agency in different ways, I think, recognizing that, and then kind of reflecting on what we are doing with that power is super.

01:22:38.000 --> 01:22:42.000
That's awesome. That's a great takeaway.

01:22:42.000 --> 01:22:47.000
Don't let computer science or STEM dictate dictate the power dynamics.

01:22:47.000 --> 01:22:54.000
You have a lot more power than you think. Use that power, and then
also be aware of your own power.

01:22:54.000 --> 01:22:59.000
When you're doing community research. And thinking. Sarah's next talk
is, gonna talk about that.

01:22:59.000 --> 01:23:10.000
Thank you. This is be fascinating. It's always a pleasure talking to
you, and I think we might have time for a few questions.

01:23:10.000 --> 01:23:11.000
Priya awesome.

01:23:11.000 --> 01:23:14.000
You do. Yes, you do. And you've got a lot of them.

01:23:14.000 --> 01:23:23.000
So let's dive into the most popular one from Sarah, beyond critical
reflexivity on the positionality of re research and the dynamics of
the research process.

01:23:23.000 --> 01:23:27.000
What are the ways researchers can shift power or flattened power?

01:23:27.000 --> 01:23:30.000
Differentials within the community.

01:23:30.000 --> 01:23:37.000
I think, yeah. So I think one thing is, well, I think that's a great
question.

01:23:37.000 --> 01:23:40.000
And I'm looking forward to Sarah. Your dog also.

01:23:40.000 --> 01:24:01.000
On this. I do think that when we talk about dynamics of research,
broad process and positionality of researchers, especially when doing
research in contacts that are not your own, I do think those are those
are key, because those are those are the things that will determine
how you go and actually engage with

01:24:01.000 --> 01:24:15.000
community members often. So something that I'd heard often researchers
come in with this idea that best or better, it's very difficult to
build.

01:24:15.000 --> 01:24:24.000

Trusting relationships with communities. If you come in with that, I think, having doing investment in relationship building prior to even going in.

01:24:24.000 --> 01:24:37.000
So what's that's by partnering with local local members of that community who can like open up those communities or kind of like vouch for you is important.

01:24:37.000 --> 01:24:49.000
Recognizing that that is going to be a long process, and also really thinking about the norms of the of the community, like basically, don't be a don't be like a parachute researcher.

01:24:49.000 --> 01:25:03.000
That kind of like comes in almost like this colonial mode of like jumping in, asking questions, jumping out, and then not thinking about your not thinking about the impact that you yourself are having on the on the communities.

01:25:03.000 --> 01:25:08.000
I think this is something that as just like a really great example, often in the Us.

01:25:08.000 --> 01:25:09.000
We think about research in a very like a monarchy. Transactional way.

01:25:09.000 --> 01:25:20.000
Right. So the only way we, you know, give compensate people for their time is through money, right?

01:25:20.000 --> 01:25:29.000
We're like you gave me an hour of your time I will give you many in Jakarta, I realize, and that was only through talking to like, because I'm spattering with local researchers.

01:25:29.000 --> 01:25:39.000
There they were like do not offer for their time, because people are kind of welcoming you in as a guest, and if you pay them for their time they will feel very so.

01:25:39.000 --> 01:25:40.000
Hmm!

01:25:40.000 --> 01:25:45.000
Find other ways so like, I was like, Okay, can I contribute to your community fund?

01:25:45.000 --> 01:25:55.000
Can I get like food and dinner and lunch? And you know, can we have

key together like as as as as equals?

01:25:55.000 --> 01:25:59.000
Almost. And that's where a lot of my relationships got built with the with the people.

01:25:59.000 --> 01:26:03.000
So I think, being open to challenging your own assumptions.

01:26:03.000 --> 01:26:08.000
What relationship looks like, how to build relationships, who to build relationships with.

01:26:08.000 --> 01:26:24.000
But recognizing that you have to build those relationships before you go in, and I think doing that can only happen when you yourself are kind of humble, but also building pre-building relationships almost with local partners before you before you go in.

01:26:24.000 --> 01:26:28.000
I think this idea of pending relationship with your local researchers on the ground.

01:26:28.000 --> 01:26:41.000
People who understand the community, and not being a parachute researcher is absolutely critical and I hope I hope more people, more people, did that.

01:26:41.000 --> 01:26:46.000
I think the statute research phenomenon is in real, and we have all been guilty of that.

01:26:46.000 --> 01:26:47.000
So I think that's all of us are so.

01:26:47.000 --> 01:26:50.000
Yeah, all of us, I got it right. We have limited resources, limited space.

01:26:50.000 --> 01:26:59.000
And so this is not. I don't blame individually researchers for this, but I think, even if you are, have to be a parachute researcher, finding ways to make relationships even while you're not there. Right?

01:26:59.000 --> 01:27:04.000
You don't have to be in Jakarta to build relationships with people in the Gaza right?

01:27:04.000 --> 01:27:05.000
Yeah.

01:27:05.000 --> 01:27:08.000
Fine local researchers build those relationships and then go in.

01:27:08.000 --> 01:27:12.000
That's fantastic, I think. Bria.

01:27:12.000 --> 01:27:13.000
Yeah. I'm still here. Yeah, I'm fine. I'm on credits.

01:27:13.000 --> 01:27:14.000
Had some accent. I hope you are okay, Bria. Oh!

01:27:14.000 --> 01:27:20.000
But I told my email a month ago. So I'm on crutches.

01:27:20.000 --> 01:27:30.000
This obviously fell and not the partition over. But you do have other
questions, so we'll get to the next. I'm curious what the business
reaction to the base camp were they seeing it as a problem and
opportunity or dot-dot-dot questions.

01:27:30.000 --> 01:27:37.000
Hmm, yeah. That's a good question, both so interestingly.

01:27:37.000 --> 01:27:40.000
Now, both companies have started building their own base camps or
physical locations where drivers can rest.

01:27:40.000 --> 01:27:57.000
Recognizing that the model of the constantly roving driver doesn't
work in Jakarta, so they recognize that drivers were right, that they
had to gather in specific spots.

01:27:57.000 --> 01:28:14.000
I don't want to romanticize this also. This drivers have put in a lot
of labor and effort into building these spacecams, and this is not
ideal that they have to bear the cost of, you know, making their work
better and easier because companies sort of like aren't in art in
investing

01:28:14.000 --> 01:28:25.000
in in drivers own well-being, but now in a lot of malls, and like big
hotspots and train stations, these platforms have started building
base camps.

01:28:25.000 --> 01:28:27.000
The big difference, though, is that those are platform run base camps.

01:28:27.000 --> 01:28:35.000

So they have a lot more rules. Drivers feel that there are a lot more exclusionary drivers feel a lot less comfortable going there.

01:28:35.000 --> 01:28:40.000
Certain communities go there. Certain communities don't. So it is kind of creating a rift in in the communities of who goes through the company based camp versus who doesn't go to the company base camp.

01:28:40.000 --> 01:28:51.000
So I think it is an interesting moment where I'm unclear.

01:28:51.000 --> 01:28:52.000
What the future of the base camp are if they get all taken over by companies, or the companies are building their own rival.

01:28:52.000 --> 01:29:04.000
Base camps. It might be a problem, but at one hand, companies do recognize that this is a good solution.

01:29:04.000 --> 01:29:22.000
On the other hand, they're not necessarily investing in existing base camps, but building their own rival, base camp so like what the dynamics looks like, but that has also taken time to change, and a lot of engagement with drivers to change because earlier companies used to think that this is an inefficient form

01:29:22.000 --> 01:29:44.000
of organizing right wire drivers just sticking to one neighborhood when they can be all over the city, going everywhere constantly roving so initially they did see it as something that had to disrupt and change and educate drivers about, but then it turned out that they got educated by drivers so.

01:29:44.000 --> 01:29:48.000
Yay! Well, we are out of time. Those are awesome answers.

01:29:48.000 --> 01:29:56.000
You still have 1, 2, 3, 4 core questions waiting for you in the slack chat, so please check them out. But that was such a great way to start the conversation.

01:29:56.000 --> 01:29:59.000
I just have to apologize for my crutches I'm still in the show, anyway.

01:29:59.000 --> 01:30:00.000
I I think that ended up really.

01:30:00.000 --> 01:30:07.000
Thank you so much Prague and Rita. You guys were awesome like you

should read the what people are saying about you in the comments like so much positive energy.

01:30:07.000 --> 01:30:08.000
Thank you for kicking us off the.

01:30:08.000 --> 01:30:10.000
Thanks, so much.

01:30:10.000 --> 01:30:15.000
We will definitely answer the answer the question. Thank you, Lita, for joining.

01:30:15.000 --> 01:30:18.000
Thank you, Brea, for having us. If you wanna check out.

01:30:18.000 --> 01:30:24.000
Read, us. Rita did some amazing article on wired, check her out check, follow her on, Chris, and if you're looking for a research repository or user research platform check out, hey, Marvin?

01:30:24.000 --> 01:30:33.000
Com. Thank you, Bria, for hosting us. Thank you, Lou, for inviting us, and for the rest of the campus.

01:30:33.000 --> 01:30:38.000
Woohoo! Alrighty alrighty friends! So we're in for our first break of the day.

01:30:38.000 --> 01:30:44.000
We're gonna take a little under 10 min break. We're gonna be back at 5 min to the top of the hour or 8 55 am.

01:30:44.000 --> 01:30:45.000
If you're on the West coast I will see you all.

01:30:45.000 --> 01:30:51.000
Then bye.

01:30:51.000 --> 01:30:55.000
Your time when you were 9, face, and he had lost his mind.

01:30:55.000 --> 01:31:19.000
You have learned. It's so. You should never trust the banter.

01:31:19.000 --> 01:31:29.000
The.

01:31:29.000 --> 01:31:33.000
No, it's your turn to be alone. Find all I found.

01:31:33.000 --> 01:31:51.000
Build your cell phone, way to assume that your dad is now A. F alone.

01:31:51.000 --> 01:32:04.000
You are tired, you are. I'm on. They through your favorite shirt and all your friends.

01:32:04.000 --> 01:32:08.000
The ground you are!

01:32:08.000 --> 01:32:19.000
Lose your mind.

01:32:19.000 --> 01:32:24.000
He's seen 2, many stare down between the sun and the moon in the morning air.

01:32:24.000 --> 01:32:28.000
How he used to hustle all the people walking through the fairgrounds. It's been around so long.

01:32:28.000 --> 01:32:32.000
Your changes, meaning of a chair now, because it's share, now that it's like a tiny island in the sea.

01:32:32.000 --> 01:32:33.000
Of all the people who, glided across the very surface of made his bones people the engine comes soon enough, but is it too soon? Either way he hits or not?

01:32:33.000 --> 01:33:03.000
He is a Fans alone. You are tired, you are.

01:33:10.000 --> 01:33:31.000
Like to sleep alone. It's colder than you know, because your skin is so you used to colder bones if it's warmer in the morning than what it is at night, your bones are held together by your nightmares and your rights.

01:33:31.000 --> 01:33:46.000
You are tired, you are. I'm off through, away your favourite show, and all your friends.

01:33:46.000 --> 01:34:00.000
Got you feel on time you are! Move through for your favorite show.

01:34:00.000 --> 01:34:24.000
All your friends we heard of. Yes.

01:34:24.000 --> 01:34:29.000
Come on me!

01:34:29.000 --> 01:34:33.000
To all!

01:34:33.000 --> 01:34:42.000
Model me. Oh, love you so! But if you don't!

01:34:42.000 --> 01:35:12.000
Oh, my! You are!

01:35:19.000 --> 01:35:25.000
When it gets down.

01:35:25.000 --> 01:35:27.000
Wow!

01:35:27.000 --> 01:35:31.000
Want to get down. I think I need a wash ray presperation.

01:35:31.000 --> 01:35:37.000
Give me that sweet tea you think I'm playing? I need a doll night. No
sleep.

01:35:37.000 --> 01:35:49.000
You can get it. Operator. Get out! They're gone.

01:35:49.000 --> 01:36:07.000
Dreaming.

01:36:07.000 --> 01:36:10.000
You are!

01:36:10.000 --> 01:36:16.000
Get down!

01:36:16.000 --> 01:36:18.000
You are!

01:36:18.000 --> 01:36:35.000
Get down on!

01:36:35.000 --> 01:36:40.000
Am! Here!

01:36:40.000 --> 01:36:44.000
Hey!

01:36:44.000 --> 01:36:48.000

I'm here.

01:36:48.000 --> 01:36:53.000
Hydrated, was to rise again.

01:36:53.000 --> 01:37:06.000
And.

01:37:06.000 --> 01:37:15.000
Hello! What if it?

01:37:15.000 --> 01:37:37.000
You know? What did Hello!

01:37:37.000 --> 01:37:43.000
Don't wish it away down a little bit like it.

01:37:43.000 --> 01:37:47.000
Forever!

01:37:47.000 --> 01:37:50.000
Between you and me.

01:37:50.000 --> 01:37:59.000
I could honest mistake. The thing's gonna only get better.

01:37:59.000 --> 01:38:04.000
My away!

01:38:04.000 --> 01:38:17.000
Down, and me before you.

01:38:17.000 --> 01:38:24.000
Here. We're high.

01:38:24.000 --> 01:38:26.000
Knock out the.

01:38:26.000 --> 01:38:32.000
And.

01:38:32.000 --> 01:38:35.000
Time.

01:38:35.000 --> 01:38:48.000
Children love fallen like .

01:38:48.000 --> 01:38:58.000
Last night.

01:38:58.000 --> 01:39:08.000
Just hearing the space. Picture my face in your hands.

01:39:08.000 --> 01:39:20.000
Live by second without hell. Never forget on your man.

01:39:20.000 --> 01:39:25.000
Without anger.

01:39:25.000 --> 01:39:36.000
And the 1,000 mama. Now I'm sound love you!

01:39:36.000 --> 01:39:39.000
Love.

01:39:39.000 --> 01:39:45.000
Himself.

01:39:45.000 --> 01:39:52.000
And I, and.

01:39:52.000 --> 01:39:56.000
On, my!

01:39:56.000 --> 01:40:26.000
Like jail. Femin thy love us! Roll and back!

01:40:29.000 --> 01:40:40.000
Alrighty! Welcome back! Welcome back! I got some questions for you,
though, because I feel like I've been low on the jokes, and I owe you
one from my partition, embarrassing me just now.

01:40:40.000 --> 01:40:44.000
All righty, what do you get when you cross a kangaroo with the
calendar?

01:40:44.000 --> 01:40:48.000
Let's see any guesses, any guesses. You guys are ready for this.

01:40:48.000 --> 01:40:56.000
Are you? I'll leave here. You get it cause a kangaroo leaps a leaf
year.

01:40:56.000 --> 01:40:57.000
You mix the you get it. It's good.

01:40:57.000 --> 01:40:59.000
Alrighty. Now let's get back into the awesome presentation that Sarah
has for us.

01:40:59.000 --> 01:41:12.000
It's my honor to introduce the main stage. Sarah Potato is a social
designer, researcher and educator who specializes in applying
participatory design and research to the social sector.

01:41:12.000 --> 01:41:20.000
They have worked on projects of all sizes in over 25 countries on
topics ranging from labor rights to reproductive health and Housing
justice.

01:41:20.000 --> 01:41:23.000
Sarah, welcome to main stage. We are so thrilled to have you.

01:41:23.000 --> 01:41:28.000
Oh, my goodness, thank you so much. Hi, everybody! Thank you, Priya,
for the introduction.

01:41:28.000 --> 01:41:39.000
Thanks for having me, and also thank you to like the village of humans
who are working behind the scenes to make sure that this conference is
running smoothly and much appreciation to all of you.

01:41:39.000 --> 01:41:42.000
Big collapse of the Rm. Team that is like a very important call out,
there are a lot of people working very hard to make sure.

01:41:42.000 --> 01:41:46.000
Everything goes smoothly. Now Sarah, do you have any slides to share?

01:41:46.000 --> 01:41:48.000
Oh, and there they are! Oh, wonderful! You look great! The slides are
great.

01:41:48.000 --> 01:41:55.000
Take it away, Sarah.

01:41:55.000 --> 01:41:57.000
Thank you so much. I'm excited. Actually, that Redone Prague spoke to
the distance both physical and procedural.

01:41:57.000 --> 01:42:12.000
All that we can find between researches in the communities they study
because oftentimes participatory research is the methodological
toolkit that people point to to close that distance and that's what
I'm here to talk about today.

01:42:12.000 --> 01:42:21.000
But first I want to preface why participation is important in the
context of my work.

01:42:21.000 --> 01:42:38.000
One thing you should know about Foster care in particular, where I work is that the youth, families and communities impacted by the child welfare system, experience a lot of what we call unjust control, in which important aspects of their lives, from parenting decisions to the schools they attend the places.

01:42:38.000 --> 01:42:55.000
They! Live, the medical choices they can make are made without their input and the moment they come into contact with the system they come under intense scrutiny and lose their ability to make choices for, and as a researcher who works with these communities, it felt crucial to not replicate a similar type of

01:42:55.000 --> 01:43:14.000
unjust control in research processes and be intentional about the ways in which we invite people to participate in research, such that they can exercise their agency in a time and in this context, participation is one way to minimize that ingest control and while it is the context, of my work that is informing this

01:43:14.000 --> 01:43:32.000
presentation. I believe that participation can be useful for anyone in organization who are thinking about how to be in dialogue with their users, and ifected communities while minimizing extractive communities while minimizing extractive research, pressure so now you may wonder what is participation and broadly, speaking, I understand

01:43:32.000 --> 01:43:37.000
participation, to mean what Christopher Melty describes as contributory autonomy.

01:43:37.000 --> 01:43:53.000
In his book, The participant but it's worth tracing it back to 1969, the year when Sherry Arnstein published an article with the most famous model for participation, the latter of Citizen participation which has been cited in nearly every publication on

01:43:53.000 --> 01:44:09.000
participation. Since then, and this model linearizes participation with groups of people being the participants and then you have the degrees to which power was transferred to them from non participation at the bottom to participation that consists of informing consulting and placating all the way to partnership

01:44:09.000 --> 01:44:25.000
delglegated power and citizen control. Initially, theorize in the context of urban renewal and in anti-poverty programs this model has since been used to talk about all kinds of areas such as child development civic participation patient advocacy and more and this has

LED to

01:44:25.000 --> 01:44:34.000
a proliferation of other ladders that derive from Ornstein's original
ladder and what's striking about these models is their one
dimensionality.

01:44:34.000 --> 01:44:41.000
They simplify and present participation as an aspirational concept and
imply enormative claim about participation.

01:44:41.000 --> 01:45:00.000
The point is to go up the ladder, therefore the more participants, but
the latter also reduces the AIM of participation to that of delegating
decision-making power, but the latter does not interest itself with
other elements that one might find importance such as safety well-
being satisfaction or other goals.

01:45:00.000 --> 01:45:01.000
Participation, and then made its way into research, notably in the
context of participatory action.

01:45:01.000 --> 01:45:11.000
Research. I'm not gonna bore you with too much detail around the
genealogies of participatory research and action research.

01:45:11.000 --> 01:45:19.000
But a recurring visual in this space is the spiral which again was
used widely in a variety of different contexts.

01:45:19.000 --> 01:45:29.000
What the spiral model does is that it represents the idea of costantly
monitoring progress and problem definition, and the commitment to
feedback and inclusion of research participants.

01:45:29.000 --> 01:45:34.000
As time goes, throughout the lifecycle of a research project and the
spiral model introduces an important element of temporality.

01:45:34.000 --> 01:45:46.000
It represents the need to constantly go back to participants and
confirm that the outcomes and the findings of the research are in line
with its goal and processes.

01:45:46.000 --> 01:45:52.000
But it's it's a sort of methodological reminder to reflect on research
as the research unfolds.

01:45:52.000 --> 01:45:56.000
However, just embedding a reflective element in the research process.

01:45:56.000 --> 01:46:05.000
Doesn't make it participatory either. Nor does the inclusion of participants necessarily translate into meaningful interactions and engagement.

01:46:05.000 --> 01:46:12.000
So then what does make research participatory or not? And asking the question in that way assumes a binary.

01:46:12.000 --> 01:46:34.000
And I think Chris had mentioned that a little bit in his introduction that a certain research project, or study or lab or other container either, is participatory or isn't so, instead of asking, is this research participatory, I wonder if we should ask when and how participatory is this research when being the temporal element

01:46:34.000 --> 01:46:53.000
brought about by the action research spirals, and how, being the aspirational element of the participation ladder, so we can have as a visual representation a graph like model where the X-axis has the sites of participation in research, meaning the different touch points throughout the research process in which participation

01:46:53.000 --> 01:47:06.000
can manifest in this case from problem definition. We saw planning outreach and participant recruiting data collection analysis and synthesis, then dissemination and post-research action.

01:47:06.000 --> 01:47:10.000
Hopefully, these are fairly self explanatory to this, this audience of researchers.

01:47:10.000 --> 01:47:24.000
And then the Y axis maps out the degrees of participation and allows us to understand participation through a continuum rather than a binary lens, namely, what levels of participation could take place at each stage of research?

01:47:24.000 --> 01:47:43.000
So then I'm offering to go through the scale of not participation where nothing happens involving participants informing where we keep participants informed, consulting where we ask for and listen to participants, advice involving where we seek and engage participants input and expertise, collaborating, where we work, together, with

01:47:43.000 --> 01:47:49.000
participants, and then delegating where we will entrust and defer to what participants decide.

01:47:49.000 --> 01:48:03.000
And so combined mapping. What takes place at varying degrees and in
different sites of the research process creates its own assemblage of
participation, and could look like so many different combinations and
variations so let's give it a try through a case study this was a
research. Project.

01:48:03.000 --> 01:48:10.000
Titled away from home. Youth, experiences of institutional placements
and foster care.

01:48:10.000 --> 01:48:25.000
The study, sought to understand the perspectives of young people with
recent experience, living in what we call a institutional placements
and foster care and institutional placements is basically an umbrella
term for placements like group homes homes for pregnant and parenting

01:48:25.000 --> 01:48:29.000
Teams residential treatment facilities, transitional and emergency
shelters.

01:48:29.000 --> 01:48:34.000
Basically any setting. That's not an actual home.

01:48:34.000 --> 01:48:51.000
The scope of the problem. We wanted to study was informed by recent
movements and discourse in childbirth policy around displacements,
particularly following a series of accounts around the spread of
COVID-19 throughout those institutions reports of the use of forceful
restraints that made

01:48:51.000 --> 01:48:56.000
National news, and the unfortunate death of sixteen-year-old cranials.

01:48:56.000 --> 01:49:11.000
Fredericks in a Michigan group home so, looking at the problem area
studies had already been made to evaluate the cost effectiveness of
those facilities to review the case files of those who are placing
them, to analyze administrative data around the people that were in
those

01:49:11.000 --> 01:49:30.000
institutional placements, but missing from that conversation was a
deep neuest understanding of the firsthand experiences and mental
models of young people who lived in those places which is where, the
with the problem already defined, we had 6 weeks to plan and execute
the study we worked with people with lived experience

01:49:30.000 --> 01:49:44.000
in institutional placements, 2 of whom became a part of our research

team to further scope the lines of inquiry and determine the study's research questions, cocreate the research instruments and materials agree on the sampling and recruiting strategy and then later

01:49:44.000 --> 01:49:48.000
also selected the participants who will take part of the study.

01:49:48.000 --> 01:50:04.000
The team organized an open call for participation through Youth advisory boards and community partners that helped with outreach and after participants selection, the team created and published a transparency memo video around the participant recruiting process where we explained why some were

01:50:04.000 --> 01:50:13.000
selected, and others were not by walking them through the study sampling process and answering any questions that either we received or anticipated.

01:50:13.000 --> 01:50:21.000
By and large is a data collection phase, was LED by the research team with specific moments of communications with participants to provide updates and close the feedback loop.

01:50:21.000 --> 01:50:25.000
For instance, participants who shared cultural probe poems, photographs, and other visual art were given the opportunity to have their artifacts credited with their name or other identifier.

01:50:25.000 --> 01:50:42.000
If their choosing, after being urged to think about the potential risks of such public disclosure, should they fear retaliation, or don't wish to be vulnerable in a public way?

01:50:42.000 --> 01:50:52.000
And then, after we synthesized the data and wrote the first draft of the report, the team engaged in a respond and validation process, where we asked participants to check for residents with their experiences.

01:50:52.000 --> 01:50:59.000
All the study participants were invited to correct nuance or react to what we heard, and offer options for what we should do with that data and to absorb the reports.

01:50:59.000 --> 01:51:19.000
Contact content and complete. The review participants were given the option to choose between different formats, including a summary slide deck links to an annotated version of the report in a pre-recorded video walking through the report with cross references between the

reports page numbers and timestamps.

01:51:19.000 --> 01:51:31.000
So after the research was executed, the funders who commissioned the study requested that the report undergo an academic peer review process, conducted by a third-party organization, who evaluated the methodology.

01:51:31.000 --> 01:51:39.000
The significance to content, and the style of the report against Severin guidelines for peer reviewers that were developed by academic journal publishers.

01:51:39.000 --> 01:51:53.000
However, the fact that an external organization, having the last word on how the study findings were written and represented, areuably one of the key moments where power is exerted in research, did not sit right with us.

01:51:53.000 --> 01:52:08.000
So we formed a lived Expert Review Board a board of people independent of the research, with lived experience in foster care and professional experiences in child welfare, to review the report support in the frameaming of conclusions and recommendations from the study decide on how to package in disseminate the study's

01:52:08.000 --> 01:52:14.000
findings and provide guidance at any post research action, including policy recommendations that came out of it.

01:52:14.000 --> 01:52:18.000
And we followed their guidance and the decisions that they made.

01:52:18.000 --> 01:52:36.000
So as you can see through this case, study. The typology is less about theorizing the perfect model participation, but rather about mapping the existing forms that it takes and offering an opportunity for reflection on how participation can lend itself to the different stages of the research process in our case we use

01:52:36.000 --> 01:52:51.000
this typology as a retractive tool to think about where we invited participation and reflect on how we did it but it could also be used as a proactive planning, prompt in scoping and planning projects that have not started yet for example, in thinking through a later project studying youth

01:52:51.000 --> 01:52:57.000
experiences with child protective services, investigations. We knew we wanted to improve our practices by involving a team of people with

lived experience in defining the project scope.

01:52:57.000 --> 01:53:09.000
At the very beginning, and then later, during data collection
deploying a peer research approach in which people would lived,
experience in the issue being stied, facilitated, and conducted.

01:53:09.000 --> 01:53:16.000
The research sessions. This gave us a new assemblage that we could
budget for, and then plan our resources against.

01:53:16.000 --> 01:53:26.000
However, as with the ladders of participation and the action research
spirals, this typology does not necessarily speak to whether or not an
assemblage of participation is good or bad.

01:53:26.000 --> 01:53:32.000
Authentic or inauthentic, exploitative or not safe or not engaging or
not, etc.

01:53:32.000 --> 01:53:45.000
Etc. Participatory research is not inherently void of harm or power,
differentials being participatory, just means engaging more people in
the process, and facilitating ways to engage more people in the
process.

01:53:45.000 --> 01:53:48.000
It doesn't mean having the appropriate approaches and protocols to
ensure that they're safe and cared for.

01:53:48.000 --> 01:53:52.000
It doesn't mean that you're being trauma responsive.

01:53:52.000 --> 01:53:58.000
It doesn't mean that you're compensating them for their time and
insights, it doesn't mean that you're sharing resources or knowledge
with them.

01:53:58.000 --> 01:54:06.000
It doesn't mean that you're inviting them to spaces that don't uphold
dominance behavior by centralizing them or tokenizing them.

01:54:06.000 --> 01:54:10.000
It doesn't mean that you're relating to them with mutuality.

01:54:10.000 --> 01:54:19.000
And so if it makes sense in the context within which our work is
situated, as we can consider participation as an ethical commit.

01:54:19.000 --> 01:54:23.000

But it is not the only ethical commitment that can drive our work.

01:54:23.000 --> 01:54:39.000
We can and should complement it with an ethic of care, a commitment to
shifting power to valuing people's times and insight, and being trauma
responsive and more. And with that thank you so much for having me and
I welcome any and all questions from the audience.

01:54:39.000 --> 01:54:43.000
Yeah, no, we are short on time. But I'm going to sneak in one question
for you, because there are some good ones.

01:54:43.000 --> 01:54:59.000
This one is. I don't know that this is from, but just as a product has
metrics and kpis, many of which research is aimed at in providing
insights I support of, or in discerning whether change in direction
needs to occur could metrics be attached to this

01:54:59.000 --> 01:55:00.000
model participatory graph, these could these metrics could be related
to you?

01:55:00.000 --> 01:55:05.000
Ex are practice, and are related to product or business. If you yes,
what could be some metrics?

01:55:05.000 --> 01:55:11.000
Us are teams, Mycraft. That's a meaty one.

01:55:11.000 --> 01:55:28.000
I am not sure. I followed all of the question, but yes, I mean, I
think you can absolutely use a similar typology to map you know,
specific organizational kpis against what I would say is that Warren
against sort of quantifying modes of engagement or modes of
participation for the sake of

01:55:28.000 --> 01:55:45.000
quantifying them. And one thing that comes to mind for me is, I don't
know, like number of participants that are being engaged, or number of
like facilitation, facilitated sessions or things of that nature that
don't necessarily reflect whether the the participatory element of a
project is good

01:55:45.000 --> 01:55:52.000
or bad. Similar to how I ended the presentation. Just because we're
inviting more people just because you're doing more sessions just
because you're adding specific I don't know review moments throughout
the project.

01:55:52.000 --> 01:56:10.000

Isn't necessarily a reflection of the quality of the engagement or the participation that you're that you're inviting people into.

01:56:10.000 --> 01:56:16.000
So. Yes, and think about what kind of adverse consequences, adding, those Kpis could happen.

01:56:16.000 --> 01:56:20.000
Such a great answer. I'm gonna sneak one more end because I like this question in your work.

01:56:20.000 --> 01:56:24.000
How do you address temporality for children as they grow up in the system?

01:56:24.000 --> 01:56:27.000
Are you researching longitudinality?

01:56:27.000 --> 01:56:41.000
Great question by and large. The short answer is no, partly because there is such a an important element of being developmentally aware and being sort of like youth, friendly as you conduct research and we sort of like understand our limitation, especially in my organization.

01:56:41.000 --> 01:56:48.000
And the research team that we don't. We're not well prepared to do research with younger children, for example.

01:56:48.000 --> 01:56:52.000
So a lot of our research will start with for ages 14 and up.

01:56:52.000 --> 01:57:07.000
But the bulk of it actually happens after people turn 18 and they're in what we call extended foster care, though we can ask the questions about their time prior to the age of 18, and we sort of have limitations around.

01:57:07.000 --> 01:57:09.000
You know how long they've been out of foster care.

01:57:09.000 --> 01:57:12.000
How long that's been just to help with recall.

01:57:12.000 --> 01:57:25.000
And there's just like a lot of I don't want to get into the weeds of it, are a lot of ethical and moral questions around, you know, doing research with minors, particularly in a context where they're guardians may not be able to you know provide permission for them.

01:57:25.000 --> 01:57:26.000

To participate, and you know what informed consent looks like in those instances.

01:57:26.000 --> 01:57:31.000
But yes, administrative sort of studies that are being collected by the State during happen longitudinally.

01:57:31.000 --> 01:57:45.000
But by and large other nonprofit research efforts don't have the leeway to be able to do that long term.

01:57:45.000 --> 01:57:47.000
Oh, my gosh! What a robust and thorough response!

01:57:47.000 --> 01:57:50.000
Sarah, thank you. So so much. That was amazing. Now we are out of time.

01:57:50.000 --> 01:57:51.000
Thank you.

01:57:51.000 --> 01:57:55.000
But you still have one more question in the chat. Please grab it when you get a moment.

01:57:55.000 --> 01:57:58.000
But that was incredible. I loved the graph. I love the. It was such an engaging presentation.

01:57:58.000 --> 01:58:02.000
I can't compliment you enough. Thank you so so much.

01:58:02.000 --> 01:58:04.000
Thank you, Brian.

01:58:04.000 --> 01:58:08.000
Of course, already Franz so we're going into our 40 min break for the day.

01:58:08.000 --> 01:58:12.000
During this break we're going to have our sponsor session from fable, so do check it out.

01:58:12.000 --> 01:58:13.000
High quality content. You don't want to miss it. We're going to be back here at 9 50 A.

01:58:13.000 --> 01:58:21.000
M. Or 10 min to the top of the hour, and when we get back we're going to be hearing from Scott clues about.

01:58:21.000 --> 01:58:24.000
Why isn't your ux approach going? Viral a mathematical model?

01:58:24.000 --> 01:58:29.000
But before we go I have a question for you. What do you call 2 birds
stuck together?

01:58:29.000 --> 01:58:33.000
Oh, you're gonna love this one! Are you ready? Are you ready,
Velcro's?

01:58:33.000 --> 01:58:34.000
You get 2 birds stick together like a Velcro. I think you get it.

01:58:34.000 --> 01:58:47.000
I'll see you guys in 40 min bye, for now.

01:58:47.000 --> 01:58:51.000
Degree.

01:58:51.000 --> 01:58:58.000
Everyone gets dark, and the worst.

01:58:58.000 --> 01:59:02.000
Is the way.

01:59:02.000 --> 01:59:09.000
3.

01:59:09.000 --> 01:59:15.000
Like a split screaming. You!

01:59:15.000 --> 01:59:22.000
Home, me!

01:59:22.000 --> 01:59:25.000
Out your hand.

01:59:25.000 --> 01:59:55.000
Da dain out chance please.

02:00:05.000 --> 02:00:20.000
Everyone gives up love on whole bane, and the Fitsene.

02:00:20.000 --> 02:00:26.000
Everyone gets lost, and now!

02:00:26.000 --> 02:00:32.000
After the war.

02:00:32.000 --> 02:00:34.000
And.

02:00:34.000 --> 02:00:37.000
Say.

02:00:37.000 --> 02:00:42.000
Just a sound.

02:00:42.000 --> 02:00:50.000
Speak out speed as well, sir.

02:00:50.000 --> 02:00:54.000
Call out your head!

02:00:54.000 --> 02:01:05.000
Now, James, and out your hand me.

02:01:05.000 --> 02:01:08.000
Passing.

02:01:08.000 --> 02:01:26.000
Fall out and heart attack safely.

02:01:26.000 --> 02:01:40.000
I'm a legionaire camel and repair hoping for a frigidaire to come
passing by.

02:01:40.000 --> 02:02:10.000
E I am retrieve, lacking my I fighting in a foreign war, so far away
from words by.

02:02:26.000 --> 02:02:36.000
Houses, and.

02:02:36.000 --> 02:02:49.000
With of the capitalized. This sweetly sleeping sweeping of the sand.

02:02:49.000 --> 02:02:55.000
I don't know if I'll ever be back again.

02:02:55.000 --> 02:03:07.000
Hello, laughter.

02:03:07.000 --> 02:03:26.000
Meditating, and the sun bench doses of alarm, longing for the
homeland, curses to listenerize.

02:03:26.000 --> 02:03:38.000

A spattering of this, and applause is ringing in my ears.

02:03:38.000 --> 02:03:45.000
On the old left bank, my baby and a charabet riding up the west.

02:03:45.000 --> 02:04:03.000
That by far our houses and the sidewalks, baggage towels. It's like a
dream.

02:04:03.000 --> 02:04:07.000
With!

02:04:07.000 --> 02:04:37.000
Only now the sweet, sleeping, sleeping the a lot. If I'll ever be back
again, and laughter!

02:04:43.000 --> 02:04:48.000
Hey!

02:04:48.000 --> 02:05:02.000
If only, and the.

02:05:02.000 --> 02:05:16.000
With that God, the the sweet, sleeping, sleeping.

02:05:16.000 --> 02:05:24.000
What I don't know.

02:05:24.000 --> 02:05:36.000
And be back again, and now be back again.

02:05:36.000 --> 02:06:06.000
Hello!

02:06:21.000 --> 02:06:25.000
Why is everybody in the world so why is everybody gotta hate each
other?

02:06:25.000 --> 02:06:47.000
Who decided if I took all the worst pride in all the world's money,
wrapped it in a blanket, and put it in a could you see that maybe that
baby was just the same as you you know, it's never been easy every day
for everybody in breezing and I hope you

02:06:47.000 --> 02:06:50.000
realise when you look into another person's eyes. You know the day.

02:06:50.000 --> 02:07:19.000
Be a very good day, a little more love and a little more laughter,
little more good vibes, less disaster. You know the day would be a

very good day all day long the one all day long.

02:07:19.000 --> 02:07:24.000
Good days peace come, more often. Everybody's in the streets. Our
coffin. S.

02:07:24.000 --> 02:07:27.000
Fog in the air. Gonna send it to your coffin, plastic everywhere down
there with the dolphins.

02:07:27.000 --> 02:07:30.000
Everybody was born. So everybody is connected like disconnect yourself
from the drama.

02:07:30.000 --> 02:07:44.000
Everybody's trying to, you know. It's never been easy every day for
everybody in breezing, and hope you realise when you look into another
person's eyes.

02:07:44.000 --> 02:07:59.000
You know that know today will be a very good day with a little more
love and a little more laughter, a little more good vessels, disaster,
you know.

02:07:59.000 --> 02:08:10.000
The day. It would be a very good day.

02:08:10.000 --> 02:08:14.000
Put all my troubles to decide.

02:08:14.000 --> 02:08:31.000
Thank God! Much of the.

02:08:31.000 --> 02:08:54.000
Today would be a very good day just to have a good day, with a little
more love and a little more laughter, little more good vibes, less
disaster. You know today a very good day of the.

02:08:54.000 --> 02:08:59.000
I I don't know.

02:08:59.000 --> 02:09:03.000
Oh!

02:09:03.000 --> 02:09:05.000
Today would be a very good day. Good day for a good day.

02:09:05.000 --> 02:09:10.000
You know that for good day. Yeah, we need one for a good day.

02:09:10.000 --> 02:09:40.000
We got this for a good day.

02:09:53.000 --> 02:10:07.000
A!

02:10:07.000 --> 02:10:15.000
To.

02:10:15.000 --> 02:10:18.000
And take a.

02:10:18.000 --> 02:10:21.000
Easy.

02:10:21.000 --> 02:10:35.000
You don't have to go to.

02:10:35.000 --> 02:10:41.000
Just want to be the boy.

02:10:41.000 --> 02:10:45.000
To the sunshine.

02:10:45.000 --> 02:10:52.000
And your life.

02:10:52.000 --> 02:10:57.000
The rainbow.

02:10:57.000 --> 02:11:06.000
Just looking.

02:11:06.000 --> 02:11:11.000
Home, so.

02:11:11.000 --> 02:11:18.000
Oh, snakes!

02:11:18.000 --> 02:11:31.000
Don't tell no, see!

02:11:31.000 --> 02:11:44.000
Just wanna be the world just with the sunshine. So you're.

02:11:44.000 --> 02:11:53.000
Sunshine.

02:11:53.000 --> 02:11:57.000
We're going to the.

```
02:11:57.000 --> 02:12:03.000
So, baby, he is the.

02:12:03.000 --> 02:12:33.000
And loving you.

02:12:39.000 --> 02:12:47.000
I just told her you'll learn so. Yes.

02:12:47.000 --> 02:12:52.000
To.

02:12:52.000 --> 02:13:13.000
Just wanna be the world just with the sunshine sunshine in your body
so shiny.

02:13:13.000 --> 02:13:17.000
Baby. We don't away.

02:13:17.000 --> 02:13:31.000
So, baby, he is the.

02:13:31.000 --> 02:13:39.000
Shine. I own that.

02:13:39.000 --> 02:14:01.000
Turn down.

02:14:01.000 --> 02:14:04.000
To go home.

02:14:04.000 --> 02:14:07.000
Hey!

02:14:07.000 --> 02:14:27.000
Angel, church.

02:14:27.000 --> 02:14:57.000
And so not be.

02:15:21.000 --> 02:15:28.000
Me and Mrs. Jones.

02:15:28.000 --> 02:15:40.000
We got a the green.

02:15:40.000 --> 02:15:44.000
Would both know that.
```

02:15:44.000 --> 02:15:55.000
But it's much on to it, to my!

02:15:55.000 --> 02:16:09.000
We meet it a day. The same cafe 6, 30. No one knows you have.

02:16:09.000 --> 02:16:17.000
Holding hands is, may be hands, why did you find the name?

02:16:17.000 --> 02:16:24.000
My favorite song.

02:16:24.000 --> 02:16:32.000
Mrs. Mrs. Jones, Mr. John Mrs. Jones.

02:16:32.000 --> 02:16:44.000
We got a going on.

02:16:44.000 --> 02:16:48.000
Rip off and know that it's wrong.

02:16:48.000 --> 02:16:56.000
But it's much to Strong. Let it go.

02:16:56.000 --> 02:16:59.000
To.

02:16:59.000 --> 02:17:06.000
We gotta be extra careful. Me?

02:17:06.000 --> 02:17:14.000
That we don't fill our hopes up too high.

02:17:14.000 --> 02:17:18.000
Because she's got.

02:17:18.000 --> 02:17:29.000
Locations. And so thank you.

02:17:29.000 --> 02:17:37.000
Mr. Jones, the.

02:17:37.000 --> 02:17:40.000
We got a thing.

02:17:40.000 --> 02:17:49.000
Going on.

02:17:49.000 --> 02:18:04.000
We both know it's wrong, but it's much too strong to let it go now.

02:18:04.000 --> 02:18:19.000
Well, it's time for us to be had so much.

02:18:19.000 --> 02:18:23.000
Now she'll go home and.

02:18:23.000 --> 02:18:33.000
Tomorrow, the same days return.

02:18:33.000 --> 02:18:43.000
Mrs. Jones to.

02:18:43.000 --> 02:18:49.000
Okay, go on.

02:18:49.000 --> 02:18:58.000
We gotta be extra careful. We can't afford to build.

02:18:58.000 --> 02:19:03.000
Home. You are!

02:19:03.000 --> 02:19:19.000
I want to meet at the same place, the same cafe the same time, and
we're going to.

02:19:19.000 --> 02:19:49.000
We know, and you know, and I know that it was.

02:19:53.000 --> 02:20:00.000
When you try best. But you don't succeed.

02:20:00.000 --> 02:20:07.000
When you get what you want, but not what you need.

02:20:07.000 --> 02:20:21.000
When you feel so. But you can't see the stir, Kid.

02:20:21.000 --> 02:20:35.000
And the tears come streaming down a when you lose some STEM, play and.

02:20:35.000 --> 02:20:41.000
When you left so close to.

02:20:41.000 --> 02:20:50.000
Could.

02:20:50.000 --> 02:20:52.000
And.

02:20:52.000 --> 02:20:56.000
It's.

02:20:56.000 --> 02:21:03.000
A chair.

02:21:03.000 --> 02:21:10.000
You is the true.

02:21:10.000 --> 02:21:25.000
Fix you.

02:21:25.000 --> 02:21:38.000
High. Remember I to let it.

02:21:38.000 --> 02:21:44.000
But if you never try, you'll never know.

02:21:44.000 --> 02:21:52.000
Hello! Just watch.

02:21:52.000 --> 02:21:55.000
And.

02:21:55.000 --> 02:21:59.000
To.

02:21:59.000 --> 02:22:03.000
Your heart!

02:22:03.000 --> 02:22:06.000
Here!

02:22:06.000 --> 02:22:10.000
Church, and.

02:22:10.000 --> 02:22:14.000
True.

02:22:14.000 --> 02:22:44.000
Fiction.

02:23:11.000 --> 02:23:14.000
See a stream!

02:23:14.000 --> 02:23:17.000
Yeah.

02:23:17.000 --> 02:23:22.000
And you there!

02:23:22.000 --> 02:23:28.000
Please see history.

02:23:28.000 --> 02:23:38.000
Hello, Said.

02:23:38.000 --> 02:23:45.000
See.

02:23:45.000 --> 02:23:49.000
Must see!

02:23:49.000 --> 02:23:52.000
Stay.

02:23:52.000 --> 02:23:57.000
See, history.

02:23:57.000 --> 02:24:06.000
Himself.

02:24:06.000 --> 02:24:36.000
Lights were God and no, you boy, and I will try to fix you.

02:24:41.000 --> 02:25:11.000
The.

02:25:32.000 --> 02:25:40.000
Folks like.

02:25:40.000 --> 02:25:47.000
Right to. It's all.

02:25:47.000 --> 02:25:56.000
When I'm taking prayhand on a Hudson River lane.

02:25:56.000 --> 02:26:08.000
I'm in a New York state of mine.

02:26:08.000 --> 02:26:15.000
Seen on the movie stars, on their fancy cars and their limousines.

02:26:15.000 --> 02:26:20.000
Been High Rockies.

02:26:20.000 --> 02:26:23.000
Is.

02:26:23.000 --> 02:26:32.000

That know what I'm eating. I don't want to waste more time.

02:26:32.000 --> 02:26:40.000
I'm in a New York, the state of mine, A.

02:26:40.000 --> 02:26:44.000
And.

02:26:44.000 --> 02:26:51.000
It was so easy. Day by day.

02:26:51.000 --> 02:26:59.000
Got a touch with the.

02:26:59.000 --> 02:27:10.000
For now need give and take. The New York Times.

02:27:10.000 --> 02:27:13.000
The Daily News.

02:27:13.000 --> 02:27:18.000
You see.

02:27:18.000 --> 02:27:27.000
It comes down to reality. Fine with me, cause I've let it slide.

02:27:27.000 --> 02:27:38.000
In Chinatown, the side, I don't have any reason.

02:27:38.000 --> 02:27:43.000
Let them fall behind!

02:27:43.000 --> 02:27:54.000
I'm in a New York state of mine.

02:27:54.000 --> 02:28:04.000
And and and hey!

02:28:04.000 --> 02:28:11.000
And and and.

02:28:11.000 --> 02:28:15.000
Me!

02:28:15.000 --> 02:28:17.000
And.

02:28:17.000 --> 02:28:24.000
Hey!

02:28:24.000 --> 02:28:30.000
Hey!

02:28:30.000 --> 02:28:34.000
Was so.

02:28:34.000 --> 02:28:45.000
A at a touch with the.

02:28:45.000 --> 02:28:49.000
For now!

02:28:49.000 --> 02:28:53.000
Give them.

02:28:53.000 --> 02:28:59.000
New York Times Times, the Daily News.

02:28:59.000 --> 02:29:06.000
Slow, no.

02:29:06.000 --> 02:29:15.000
Comes down to reality, this fight with me because.

02:29:15.000 --> 02:29:22.000
Channel aside.

02:29:22.000 --> 02:29:30.000
Lot of reason left this floor behind.

02:29:30.000 --> 02:29:41.000
I'm in a New York state of mind.

02:29:41.000 --> 02:29:54.000
Take a said, nevertheless.

02:29:54.000 --> 02:29:58.000
The.

02:29:58.000 --> 02:30:05.000
Because in?

02:30:05.000 --> 02:30:35.000
In a new oh, state of!

02:30:57.000 --> 02:31:08.000
I gave to you good.

02:31:08.000 --> 02:31:11.000
To win.

02:31:11.000 --> 02:31:18.000
Canada. You never knew.

02:31:18.000 --> 02:31:21.000
Back, to.

02:31:21.000 --> 02:31:28.000
United.

02:31:28.000 --> 02:31:35.000
We are!

02:31:35.000 --> 02:31:40.000
Father.

02:31:40.000 --> 02:31:47.000
You know.

02:31:47.000 --> 02:31:54.000
Not all you are!

02:31:54.000 --> 02:32:04.000
Fuck, that heart of yours was true right now.

02:32:04.000 --> 02:32:08.000
I think.

02:32:08.000 --> 02:32:12.000
This time.

02:32:12.000 --> 02:32:15.000
Oh!

02:32:15.000 --> 02:32:18.000
Know.

02:32:18.000 --> 02:32:21.000
Know.

02:32:21.000 --> 02:32:28.000
To.

02:32:28.000 --> 02:32:32.000
Get this thing.

02:32:32.000 --> 02:32:36.000
The.

02:32:36.000 --> 02:32:56.000

My lord!

02:32:56.000 --> 02:33:17.000
A do you like me and?

02:33:17.000 --> 02:33:24.000
The.

02:33:24.000 --> 02:33:32.000
This thing, you!

02:33:32.000 --> 02:33:39.000
90'clock.

02:33:39.000 --> 02:33:43.000
My heart!

02:33:43.000 --> 02:33:53.000
I got to leave and.

02:33:53.000 --> 02:34:04.000
No!

02:34:04.000 --> 02:34:10.000
Baby love. I think I've been a little too kind.

02:34:10.000 --> 02:34:20.000
I didn't know notice. You walkin all over my peace of mind in the
shoes I gave you as a present, wouldn't someone first only works when
you're in their top 5?

02:34:20.000 --> 02:34:27.000
And, by the way, I'm going out tonight.

02:34:27.000 --> 02:34:34.000
Best believe I'm sopy jewel. When I walk in the room I can still make
the whole place.

02:34:34.000 --> 02:34:36.000
Yes, Taylor swift Shadow to everyone who got a ticket to the concert
this summer and it looks like it's gonna be fun.

02:34:36.000 --> 02:34:42.000
But that's not why we're here. We're here to get back into our
conference content.

02:34:42.000 --> 02:34:52.000
It is my pleasure to introduce to this. Oh, no! I forgot the joke
before I introduce to the stage why couldn't the Jalapeno do archery?

02:34:52.000 --> 02:34:55.000
Everybody, you guys are ready for this. Are you ready? Are you ready?

02:34:55.000 --> 02:34:59.000
He didn't have a narrow you get it like a hobby.

02:34:59.000 --> 02:35:00.000
Narrow pepper. That's why the Jalapeno didn't do archery because of hopping.

02:35:00.000 --> 02:35:08.000
There, you get it all right. Let me not belabor the moment here.

02:35:08.000 --> 02:35:20.000
It's my pleasure to introduce Scott clues to the main stage over the past 30 years Scott has worked in the areas of business strategy, product design and development in the hi-tech sector with a specialization and experienced design.

02:35:20.000 --> 02:35:27.000
He has extensive cross-sector expertise in experiments, working with clients to complex regulated industries, such as aviation, telecom, health, and finance.

02:35:27.000 --> 02:35:34.000
Scott, welcome to main stage. We are so brilled to have you today.

02:35:34.000 --> 02:35:37.000
Alright! Thanks for the introduction. Thanks for the joke, I think.

02:35:37.000 --> 02:35:44.000
Oh, my God! Of course you know nothing like a hoppity. Narrow joke to kick off Tuesday morning.

02:35:44.000 --> 02:35:47.000
Yes, that's how that's how all my talks start with.

02:35:47.000 --> 02:35:48.000
Having aero jokes.

02:35:48.000 --> 02:35:52.000
Amen. See? And now I gotta go to your other day talks cause I need to up my content.

02:35:52.000 --> 02:35:55.000
Alright, so are we ready to go should I take it away?

02:35:55.000 --> 02:35:59.000
Okay, take it away. You look great, your slides look great. Go for it.

02:35:59.000 --> 02:36:01.000
Stop!

02:36:01.000 --> 02:36:10.000
Alright. Thanks. Okay. So I mean, you can all read. Why isn't your ux course going viral is my talk, and let's jump into it.

02:36:10.000 --> 02:36:20.000
So really, briefly, so, my background as the introduction suggested. I've been doing a lot of ux this century the past 2530 years.

02:36:20.000 --> 02:36:23.000
Strategy, design, etc. Like a lot of you. Before that last century, I actually my training was in theoretical physics.

02:36:23.000 --> 02:36:37.000
So I got a couple of, and that, and there's lots of math in that which I didn't get to use much in Ux over the decades.

02:36:37.000 --> 02:36:38.000
But I think that's starting to change the past 5 or 6 years.

02:36:38.000 --> 02:36:44.000
I sort of kind of dusted off my old books and got interested in this.

02:36:44.000 --> 02:36:51.000
Cause. I think more math is coming our way into research into Ux.

02:36:51.000 --> 02:37:07.000
Not not just stats, although I would suggest even stats itself is because and you actually but we're starting to see some pretty complicated math finding its way potentially into into research and design.

02:37:07.000 --> 02:37:21.000
And other areas of ux, and that, and I think it's something that just like technology, you don't have to know you don't have to be an expert to actually kind of figure out how to connect.

02:37:21.000 --> 02:37:26.000
There are people warning us about it which I think is fair.

02:37:26.000 --> 02:37:29.000
Actually, I mean, this is a really interesting book. I know some of you might have read it.

02:37:29.000 --> 02:37:48.000
But but you know, math by itself is can be sometimes a little misleading, dangerous, full of biases, we've heard that a lot with AI, but but when you combine it with other with things from the

humanities, especially research I think it can be super powerful
that's what

02:37:48.000 --> 02:37:51.000
I'm interested in. I'm interested in kind of how do you build bridges
between?

02:37:51.000 --> 02:38:04.000
You know, the more mathy technology disciplines like physics and the
traditionally less mathy type disciplines like humanities and social
sciences, research and things like that, and I think you're just
seeing more of it.

02:38:04.000 --> 02:38:14.000
Google's got its second conference. We've got a very popular workshop,
I think, in a couple of days.

02:38:14.000 --> 02:38:20.000
Here we're looking at the intersections of ux and client.

02:38:20.000 --> 02:38:25.000
So I think this is kind of a for a very speculative one.

02:38:25.000 --> 02:38:29.000
It? Have you had? You build some of these bridges?

02:38:29.000 --> 02:38:34.000
And I picked something speculative on purpose just to try and
illustrate a concept.

02:38:34.000 --> 02:38:44.000
And hopefully. Some of you come up with, maybe either maybe build on
this or come up with better ideas and totally invite people to
disagree with this approach.

02:38:44.000 --> 02:38:50.000
I think it's one of these areas where, yeah, we're just starting to
figure out, how do we make these bridges?

02:38:50.000 --> 02:39:02.000
So I'm open to hearing completely different views in my little bit of
background, especially for the people who, are maybe less mafy in
their background.

02:39:02.000 --> 02:39:08.000
And again. I don't think you have to have a ton of math backgrounds to
actually start making these connections.

02:39:08.000 --> 02:39:15.000
So the idea of viral. So I'm gonna give you a story, an old story.

02:39:15.000 --> 02:39:22.000
I've heard several different versions of this, but I think it really
illustrates the idea of viral exponential growth.

02:39:22.000 --> 02:39:31.000
Really well. So the story goes like this Indian king gets taught chess
by a mathematician, and to thank mathematician, he says to yeah, what
can I do for you?

02:39:31.000 --> 02:39:39.000
So the mathematician, she says, well, give me, you know, grain of rice
today or helping you out tomorrow. I come back.

02:39:39.000 --> 02:39:58.000
Give me 2 third day. When I come back, give me twice as many every
day, just give me twice as many grains of rice until we filled the
chessboard, which is 64 places, and so the king thinks this is pretty
reasonable, and what the king doesn't realize is if you were to lay
them

02:39:58.000 --> 02:40:04.000
out of race, end to end, you know, starting from the earth, it would
go out of our solar system.

02:40:04.000 --> 02:40:05.000
Well, it's way. Turn your star nearest our star. Of course it's just a
ridiculous mind.

02:40:05.000 --> 02:40:14.000
Boggling amount of rice, and there's no way he could possibly have
paid it.

02:40:14.000 --> 02:40:15.000
So that's the idea of exponential growth, right?

02:40:15.000 --> 02:40:23.000
Pure mathematician. There's a little more technical definition but if
you're not, that's the gist of it.

02:40:23.000 --> 02:40:26.000
Thinking of just multiplying something twice times, 2 times, 2 times,
2 times, 2.

02:40:26.000 --> 02:40:36.000
The exponent, the N. Gives it away. That's exponential growth, and it
grows incredibly fast in contrast to linear growth.

02:40:36.000 --> 02:40:41.000
If you just adding to every time, yeah, he wouldn't have had that

problem with giving.

02:40:41.000 --> 02:40:45.000
The rice might not have even made it out of his kitchen.

02:40:45.000 --> 02:40:49.000
So, graphically, you've seen this type of thing before.

02:40:49.000 --> 02:41:06.000
Probably you've seen something where it's start slowly, and then just
takes off incredibly, rapidly, and at a point where you can no longer
use kind of regular graphs to even elicit the how big the numbers are
and eventually there's something close it down.

02:41:06.000 --> 02:41:19.000
You run out of right. So you're putting your mathematician in jail, or
whatever whatever system might be, expanding that fast, almost
inevitably it can't forever, because it system constraints come in.

02:41:19.000 --> 02:41:28.000
And so that starts to slow down. So that's the idea of viral or
exponential growth.

02:41:28.000 --> 02:41:37.000
So that's one concept. I think you need to kind of for this particular
example of making a connection between math and ux research.

02:41:37.000 --> 02:41:46.000
Another super important idea is this idea of models. So for me, I'm
just gonna define a model this way.

02:41:46.000 --> 02:41:48.000
If you just remember 2 slides from this whole thing to try and kinda
connect the math and the non mappy stuff these 2 slides are.

02:41:48.000 --> 02:41:57.000
It a model is a simplified representation of a system, right?

02:41:57.000 --> 02:42:06.000
So a system could be, you know, a hospital. It could be this
conference could be anything that has people and technologies and
institutions in.

02:42:06.000 --> 02:42:15.000
And and it has certain characteristics and behaviors that you capture
in the model that represent what's going on in the system so a
persona, for instance, is a model.

02:42:15.000 --> 02:42:18.000
A journey is a model, and ecosystems, model.

02:42:18.000 --> 02:42:22.000
So you use models all the time in Ux, and we do that because the systems, incredibly complex can't capture everything that's going on.

02:42:22.000 --> 02:42:25.000
It's just just 2 hard to manage. So you create a model that simplifies it.

02:42:25.000 --> 02:42:39.000
But in some way represents what's most important, a math model is literally just the exact same thing, except now you use math as well.

02:42:39.000 --> 02:42:40.000
So the simplest version of this is just counting things in the system.

02:42:40.000 --> 02:42:50.000
That's a if you took a journey and just and worry able to predict how many types of interactions somebody had.

02:42:50.000 --> 02:42:57.000
You know, bank machine, or something like that. Then, all of a sudden, now you've got a mathematical model where you're starting to get a math model.

02:42:57.000 --> 02:43:08.000
There's a very common, simple model that I'm looking at here that came from, you know, viruses.

02:43:08.000 --> 02:43:09.000
I learned right through actually reading paper on the Zika Virus.

02:43:09.000 --> 02:43:20.000
But it's could be. The flu can be anywhere, and the model is the idea that if a virus is unleashed into society they're susceptible people.

02:43:20.000 --> 02:43:28.000
Their people are infected who have it, and their people are the rejected.

02:43:28.000 --> 02:43:34.000
They're no longer have the buyers. And this model works really well for a lot of different situations.

02:43:34.000 --> 02:43:40.000
And as it's illustrated here, you don't actually need numbers per se.

02:43:40.000 --> 02:43:45.000
I mean that models just conceptual, that you have these 3 different types of people.

02:43:45.000 --> 02:44:08.000
But you can also notice that you could start tracking. You could start
making it a math model if you interchange the words susceptible,
infected, and rejected with, say, open to ux, right, have adopted ux
have rejected ux, then you could potentially have a conceptual model
of

02:44:08.000 --> 02:44:13.000
how ux is working in an organization. You have people who are open to
it.

02:44:13.000 --> 02:44:22.000
They might not have adopted it yet you have the infected infected
people, and a good who have adopted it, and then you have people who
rejected it.

02:44:22.000 --> 02:44:26.000
For some reason, maybe they adopted, or maybe they just reject it out
of hand.

02:44:26.000 --> 02:44:31.000
Alright, and this particular model, this Si R model. It's a very.

02:44:31.000 --> 02:44:36.000
It's kind of the base, most simple model has this property.

02:44:36.000 --> 02:44:49.000
If you look at the orange part of the graph, the infected, so think of
that as potentially adopting Ux, where it grows very rapidly and then
falls down now that's a limitation of the model.

02:44:49.000 --> 02:45:02.000
You could have modify the model, it might grow and then sustain
itself, or grow slowly after that, or do the mathematics again, if
you're not mathematically, you don't have to worry about it.

02:45:02.000 --> 02:45:09.000
But but the notion of the mathematics. Is it just implies there's a
relationship between these 3 things.

02:45:09.000 --> 02:45:13.000
So there's a relationship between the people who are open to it.

02:45:13.000 --> 02:45:19.000
The people, who adopted and the people who are and relationships in
mathematics come often in equal signs.

02:45:19.000 --> 02:45:33.000
That's where the equal sign is. It's a relationship between 2 things,

and these are called if you're interested in maybe lots of you know their differential equations, which just means their relationships between how things change over time.

02:45:33.000 --> 02:45:37.000
So this Si are models actually used all over the place.

02:45:37.000 --> 02:45:45.000
It's a surprise. How many places it was used. Actually, it's used in viruses, of course, but people have taken it applied it to information spreading.

02:45:45.000 --> 02:45:50.000
They've applied it to agricultural systems, finance systems, other areas. And it's done.

02:45:50.000 --> 02:46:05.000
Pretty well at predicting at least some of what happens in some of these systems right like all, there's a great quote that most people, in stats know about models something like, you know, all models are wrong.

02:46:05.000 --> 02:46:06.000
So that's typical of mathematical model.

02:46:06.000 --> 02:46:14.000
It's going to break down at some point. But this Si model has been particularly useful.

02:46:14.000 --> 02:46:23.000
Something that's often forgotten. And this is where we start to make a bridge, I think, between Ux research and mathematics is mathematical.

02:46:23.000 --> 02:46:26.000
Models come with conceptual models most of the time.

02:46:26.000 --> 02:46:39.000
Alright when they don't. That's when you just might have something like a pure correlation, and you get these weird correlations like the number of people who fault mattresses in Arizona is correlated to the price of gold or something probably seen websites like that

02:46:39.000 --> 02:46:42.000
that's where there's no conceptual model map.

02:46:42.000 --> 02:46:46.000
These 2 things, because there's no relationship that's really meaningful between.

02:46:46.000 --> 02:46:51.000

This is the flu but math models that are useful are often connected to conceptual models.

02:46:51.000 --> 02:46:54.000
So here's the simplest one I can think of that.

02:46:54.000 --> 02:47:03.000
Everyone, probably at 1 point at least, knew. So it's Newton's second law says that equals Ma, or at least this one version of it.

02:47:03.000 --> 02:47:08.000
And most people think that means, if you give me a push, I will accelerate, and well, that's true.

02:47:08.000 --> 02:47:11.000
The math model doesn't actually say that the math just says F equals ma, which is just a numerical relationship with F is 10, and M is one.

02:47:11.000 --> 02:47:23.000
Then, but for all you know, the acceleration causes enforce Newton actually hadn't.

02:47:23.000 --> 02:47:29.000
That's why he had a first law. Some people ask way as a first law, his first laws because of that doesn't say enough.

02:47:29.000 --> 02:47:35.000
His first law says, if you give something a push it will accelerate, and then the math.

02:47:35.000 --> 02:47:49.000
The second law it just tells you how much, and that's a common connection between conceptual models and math models, conceptual models are telling you something about the why the math model telling you something about the how it behaves.

02:47:49.000 --> 02:48:08.000
And then these things, as you get more data, these where, if you're super smart like Einstein or I mean Arthur Frank Jefferson I talked with tomorrow you get more data, or have thought experiments, and you you advance the math model and the conceptual model together, that's

02:48:08.000 --> 02:48:12.000
why, Nton's gravitational law eventually turned into Einstein's theory of gravity.

02:48:12.000 --> 02:48:22.000
He advanced the model, the conceptual end. So with that mind, and ask you, take a leap of faith that really is a leap of faith.

02:48:22.000 --> 02:48:23.000
But hey, maybe there's something about ux and organizations that's
kind of viral like.

02:48:23.000 --> 02:48:32.000
And therefore is there some sort of connection between the conceptual
model and the math model?

02:48:32.000 --> 02:48:48.000
Alright. So I actually went and asked people who I knew, so that I
wouldn't call this research 3 people very informal conversations of
no, certainly there's no numerical data and some qualitative data.

02:48:48.000 --> 02:49:00.000
I asked people, how did ux spread within your organization? People are
pretty successful at getting ux to spread and here's what I learned
from speaking with them.

02:49:00.000 --> 02:49:07.000
That there were a whole bunch of things they said that actually could
be mapped conceptually to the viral.

02:49:07.000 --> 02:49:10.000
And so here's some of the things that could be mapped.

02:49:10.000 --> 02:49:16.000
This one, the first one. Right. I was surprised. It makes sense once
you hear it, but I hadn't thought of it.

02:49:16.000 --> 02:49:25.000
They're competing variants in. When Youx spreads within an
organization and the best example that someone gave me was she was
trying to get people to do research other than empathy.

02:49:25.000 --> 02:49:40.000
Research. But everybody wanted to do research. It was the strongest
variant of research, and so it took a long time to kind of dislodge
it.

02:49:40.000 --> 02:49:43.000
And do you know contextual interviews, or something like that?

02:49:43.000 --> 02:49:59.000
There were groups that acted like they were kind of vaccinated or
highly resistant, which was, there isn't model where you add into
vaccinated people there were super spreader events, and there were
super spreaders right there were people, and then there was there's
this notion.

02:49:59.000 --> 02:50:05.000

Of something becoming endemic in the Val model. Well, where it will go up and then not down completely, I was kind of stick and usability testing, and all 3 organizations became endemic.

02:50:05.000 --> 02:50:17.000
It didn't, didn't say as high as it its peak, but it stayed there.

02:50:17.000 --> 02:50:25.000
Some of the things that didn't match the viral model was the notion of attaching your ux goals to your business.

02:50:25.000 --> 02:50:41.000
Strategy just doesn't have a at least I could think of an equivalent which in, you know, if you follow kind of, you know, complexity, articulations of systems, it may be something that's more of an emergent idea.

02:50:41.000 --> 02:50:49.000
So you have to get beyond the S. Irv model. Same thing with people who weren't qualified.

02:50:49.000 --> 02:50:54.000
That was something to it spread and then, all of a sudden, you get people who don't have training in it.

02:50:54.000 --> 02:51:06.000
So what? So there's these things happening that are kind of conceptually like the the viral model, some that aren't.

02:51:06.000 --> 02:51:15.000
What could you do with that? Well, so one thing you might be able to do is he actually start with the viral model and suggests questions to ask.

02:51:15.000 --> 02:51:19.000
Alright! So often we think of, you know, generate questions, not from mathematical models, but from just, you know, workshops and stuff like that.

02:51:19.000 --> 02:51:23.000
But if you start with and go, hey? Maybe it's like a virus.

02:51:23.000 --> 02:51:34.000
It will actually get you to ask different questions. So I think there's value depending on what answers you get.

02:51:34.000 --> 02:51:52.000
If there's some sort of match loosely a match to the vir virus model, or whatever model we happen to be using, then you could go back to the math model and gather more data and see if it actually matches at a

kind of numerical level, alright if you can start doing

02:51:52.000 --> 02:51:58.000
measurements. So you can start to tighten up this notion between the
viral model and the conceptual model.

02:51:58.000 --> 02:52:03.000
To do that, you need to create operational definitions, because right
now, we's been conceptual.

02:52:03.000 --> 02:52:09.000
So you'd have to say, well, what am I? Gonna what am I gonna measure
that's going up or down?

02:52:09.000 --> 02:52:13.000
So few. X is going viral money being spent is viral.

02:52:13.000 --> 02:52:18.000
Does that mean? People being trained? As viral? What is it that I'm
measuring?

02:52:18.000 --> 02:52:22.000
So you need to define what the viral state meant more mathematically.

02:52:22.000 --> 02:52:26.000
But I think it's doable, at least in principle.

02:52:26.000 --> 02:52:30.000
Once you do that, you can start to do computations on this stuff
right?

02:52:30.000 --> 02:52:34.000
See what populations are resistant. Right? What's is there?

02:52:34.000 --> 02:52:38.000
Does a model predict it's right, is it? You know, within some certain
range, how fast does it spread?

02:52:38.000 --> 02:52:50.000
What are the Timescales, and that might help you with how you get it
to move or not move through an organization?

02:52:50.000 --> 02:53:00.000
So one question about this, you know, there's always a question in
math or stats when you start taking data and throwing mapping at it.

02:53:00.000 --> 02:53:08.000
There's a problem that's sometimes known as overfitting that, you
know, if you have enough parameters, you can kind of make math fit
anything in which case this is kind of math.

02:53:08.000 --> 02:53:09.000
Theater right? I don't think that I mean at this point.

02:53:09.000 --> 02:53:20.000
It's perspective. So it is a bit bad but I think you could tighten it
up so it wasn't right if you do all those things. If you come up with.

02:53:20.000 --> 02:53:24.000
If you come up with operational definitions, and then you'd actually
track this stuff.

02:53:24.000 --> 02:53:29.000
It might turn out that the model would work, but if it didn't work
that's not so bad, either. Right?

02:53:29.000 --> 02:53:35.000
If you got interested information it might give you a new model, or
might have influenced your conceptual model.

02:53:35.000 --> 02:53:39.000
So I think it's even worth just taking a shot, whether it' or not.

02:53:39.000 --> 02:53:43.000
So, to summarize, on the kind of general sense.

02:53:43.000 --> 02:53:47.000
I think math is gonna come to research more in different forms.

02:53:47.000 --> 02:53:52.000
Things like these, these models? Maybe not this model, but other
models.

02:53:52.000 --> 02:53:57.000
When that happens, you want to understand the conceptual models and
math models can feed each other.

02:53:57.000 --> 02:54:15.000
It's really important to understand just enough math, I think, and and
for the mathematicians understand enough about, you know, research and
things like that, that you can start to make these bridges math models
don't just have to be therefore just about the numbers and
computational precision.

02:54:15.000 --> 02:54:26.000
They can be inspirational right. The in the in this model in
particular, it might work, or might give insights to you.

02:54:26.000 --> 02:54:41.000
Exit at your organization might not? I don't know. I don't know if

it's updated yet, but you could certainly try it out and see if it works, and if it doesn't, you you might be able to create some other sort of model out of it.

02:54:41.000 --> 02:54:44.000
What's that? I'm done? Thank you.

02:54:44.000 --> 02:54:49.000
Great job, Scott, that we are a little bit over. So you have questions, but I cannot get to them right now.

02:54:49.000 --> 02:54:50.000
Yeah.

02:54:50.000 --> 02:54:52.000
But I wanna thank you so much. This is incredibly informative, and the summary slide was super helpful. I took a screen, grab up.

02:54:52.000 --> 02:55:01.000
And I was like, yes, I want to grab this. But now you got some questions, please feel free to grab them in the slack chat, and we actually need to push to our next presenter.

02:55:01.000 --> 02:55:03.000
If you believe it, alrighty. Thank you, Scott.

02:55:03.000 --> 02:55:08.000
Alrighty friend. So we're going to take a quick, and I mean quick break.

02:55:08.000 --> 02:55:16.000
We'll be back in 3 min. What we're be hearing from Ann Mama Gate about how your organization generated workshops are probably going wrong and how to get them right.

02:55:16.000 --> 02:55:18.000
You won't want to miss it. See you in 3 min.

02:55:18.000 --> 02:55:38.000
Bye!

02:55:38.000 --> 02:55:57.000
If I had a jackpot. First thing that I do is fly above the grid log and come to I peek into the windows on.

02:55:57.000 --> 02:56:02.000
And if I had a jug back I would strap it on.

02:56:02.000 --> 02:56:16.000
I'd get out of this one room and night be gone so where, as will

houses and big front lungs, if I had a.

02:56:16.000 --> 02:56:21.000
I take you off with me.

02:56:21.000 --> 02:56:39.000
And last we'd both been pray past the Statue of Liberty in much.

02:56:39.000 --> 02:56:41.000
If I had a jetpack. I fly above the bridge and wave to all my friends
who thought I'd never rise again.

02:56:41.000 --> 02:56:54.000
I'd fly above the stadium to watch my team win, watch.

02:56:54.000 --> 02:57:03.000
Idea the way, and if I had a chat bag I'd bust to your door.

02:57:03.000 --> 02:57:17.000
I'd take you by and to the Jersey shore, and underneath the moonlight
you'd want me even more.

02:57:17.000 --> 02:57:26.000
Take you up so me dropped you! You would die for that walk.

02:57:26.000 --> 02:57:41.000
You by my side. Imagine!

02:57:41.000 --> 02:57:49.000
Just that. Don't even have a car to get beautiful.

02:57:49.000 --> 02:57:58.000
A so far his own head.

02:57:58.000 --> 02:58:02.000
No dog.

02:58:02.000 --> 02:58:15.000
By charity.

02:58:15.000 --> 02:58:20.000
This for, lady, I have a you can have my jet packack the first time I
heard that song.

02:58:20.000 --> 02:58:25.000
Alrighty folks. We're running a little behind, so we're gonna hop into
our next presenter right away, and it's my pleasure to introduce to
the stage.

02:58:25.000 --> 02:58:30.000

Ann Mammagani, who is a senior Us.

02:58:30.000 --> 02:58:42.000
Leader, who brings about end-to-end experiences, built high
performance multi-plinary teams and drive successful outcomes through
strategic focus on customers and brings a broad range of experience to
her work. She has devoted her career to Ux research working as a broad
range.

02:58:42.000 --> 02:58:54.000
Of experience to her work. She has devoted her career to Ux research.
Working as a researcher in Fintech at Yahoo and Ebay, and leading us
research teams at Ebay and Meta and welcome to Main stage we are so
excited and thrilled to have you I must mix those

02:58:54.000 --> 02:58:56.000
2 words together. Don't know where I was going.

02:58:56.000 --> 02:58:59.000
Thank you so much, Brea. Really appreciate it.

02:58:59.000 --> 02:59:02.000
Oh, cool! Now! Do you have any slides to share?

02:59:02.000 --> 02:59:05.000
I do have slides to share.

02:59:05.000 --> 02:59:07.000
Let's check them out.

02:59:07.000 --> 02:59:11.000
Okay, here we go.

02:59:11.000 --> 02:59:16.000
Wonderful, wonderful! And then Yup, perfect! Alrighty! You look great,
your slides look great.

02:59:16.000 --> 02:59:18.000
Take it away, Anne.

02:59:18.000 --> 02:59:24.000
Thank you so much, and thanks to everyone for being here, I've really
enjoyed this conference so far.

02:59:24.000 --> 02:59:27.000
The participation from the audience and all the speakers. So thank
you.

02:59:27.000 --> 02:59:37.000
Everyone I'm really excited to talk with you today about general

workshops and what happens when they're less effective and I would
love for this to be a conversation.

02:59:37.000 --> 02:59:38.000
So please, you know, feel free to send, not just questions, but also
I'll kind of comments into the slack channel for this particular talk.

02:59:38.000 --> 03:00:08.000
I definitely would love to continue the conversation. So during this
talk, I'm going to interchangeably use the terms, design sprint and
workshop, and next, I'd like to show you a quote and give you a minute
to take it in.

03:00:17.000 --> 03:00:24.000
Okay, so how typical of a writer to split hairs about words. So that's
one topic.

03:00:24.000 --> 03:00:33.000
But I think that quote is really applicable to this conversation,
because this is a very tactical.

03:00:33.000 --> 03:00:34.000
It's about the tactics of executing a specific research method.

03:00:34.000 --> 03:00:49.000
So it's not a larger, more strategic ux conversation or research
conversation so it's not a more strategic ux conversation or research
conversation about where the field is going, or even strategies
within.

03:00:49.000 --> 03:00:57.000
However, I think that the outcome of this method really makes the
difference between lightning and a lightning bug.

03:00:57.000 --> 03:01:08.000
So if you think of a design sprint as something that's designed to
take human needs, behaviors and apples, take that thread through.

03:01:08.000 --> 03:01:13.000
Develop a concept that then represents those human needs behaviors and
attitudes.

03:01:13.000 --> 03:01:23.000
When that happens effectively, that concept is completely different
than a concept that is taking through that process ineffectively.

03:01:23.000 --> 03:01:24.000
Right. So you end up with a concept that's reflective of human needs.

03:01:24.000 --> 03:01:36.000

Behaviors and attitudes, and when it's not, and as a result these may end up being products that are more or less successful in the market.

03:01:36.000 --> 03:01:40.000
To, and then lead to companies that are more or less successful.

03:01:40.000 --> 03:01:46.000
So and so on, and so forth, not to mention the experience of the actual humans using them.

03:01:46.000 --> 03:01:52.000
So again, I want to invite you to please make comments in that speaker Thread.

03:01:52.000 --> 03:01:57.000
I'll really look forward to engaging with you on this, and hearing your perspective.

03:01:57.000 --> 03:02:11.000
Another reason why I think this is an important thing to talk about, and really wanted to bring this topic here today is because I've seen this method go wrong more than I've seen it go right.

03:02:11.000 --> 03:02:16.000
So I've seen more ineffective, generative workshops than I've seen effective ones.

03:02:16.000 --> 03:02:17.000
And that's something I also would really love to get your opinion on.

03:02:17.000 --> 03:02:27.000
How is your experience of that? Do you agree? Have you had the same experience, or have you had a different experience?

03:02:27.000 --> 03:02:38.000
As we go through this I'll be talking about 6 mistakes that I've seen impact generative workshops and I'll be plotting them on this matrix.

03:02:38.000 --> 03:02:48.000
And you can see this horizontal axis is really about those mistakes that are more or less fundamental to what a workshop is intended to do.

03:02:48.000 --> 03:02:58.000
And intended to produce. Some are more fundamental, some are less and then on the vertical axis, it's really about recovery.

03:02:58.000 --> 03:03:12.000
How hard is that mistake to recover from? And as we go through that you'll see, then, that we have some clarity about what we're going to

be doing when these mistakes come off so upper right quadrant.

03:03:12.000 --> 03:03:17.000
My suggestion is, don't even try. It might even do some harm.

03:03:17.000 --> 03:03:29.000
Not only will it not do good opposite that these are mistakes that are less fundamental, and they arere easy to recover from, so I think that you can make up for them after the workshop.

03:03:29.000 --> 03:03:35.000
And then we have these other areas where we've got recovery during the workshop.

03:03:35.000 --> 03:03:41.000
It will require some awareness and course correction, but they can be recovered from during.

03:03:41.000 --> 03:03:42.000
And again. I know a lot of you have so much expertise on this, and I really look forward to learning from you on it.

03:03:42.000 --> 03:03:52.000
So I'd be curious. Any thoughts you have throughout this talk.

03:03:52.000 --> 03:03:55.000
So here are the top 6 mistakes. I'd like to highlight.

03:03:55.000 --> 03:03:56.000
By no means are these all the mistakes? These are just ones.

03:03:56.000 --> 03:04:03.000
I've seen recurring, and very frequently, and I also ones that I think are really detrimental to the process.

03:04:03.000 --> 03:04:15.000
So some common misconceptions, the first one I'd like for us to talk about is sprint as theater.

03:04:15.000 --> 03:04:25.000
So this one might come up with there's a desire to do a generative workshop or a design sprint for reason of appearances.

03:04:25.000 --> 03:04:37.000
So sometimes it's more political in the organization and the true intent may not be to really develop a concept that's going to be used and launched as an actual product.

03:04:37.000 --> 03:04:54.000
So sometimes this might come up if there's a desire to make people in

an organization feel more inclusive or in the process of product development, or something like that, I wanna be super clear here, too, that there are so many dynamics and organizations.

03:04:54.000 --> 03:04:58.000
And I would never want to point fingers at a person or a discipline.

03:04:58.000 --> 03:05:01.000
I think a lot of cultural dynamics come into this.

03:05:01.000 --> 03:05:06.000
So when I've seen this occur it's not that there's some big, nefarious force at play.

03:05:06.000 --> 03:05:11.000
It's just sometimes how things happen in organizations where there's a lot going on.

03:05:11.000 --> 03:05:13.000
Things are very dynamic. So some common places I've seen this initiated are typically non-resourseers.

03:05:13.000 --> 03:05:30.000
Sometimes cross-functional leaders, and then I think it's pretty obvious why, this won't work right? It's not going to result in a product concept that will be effective.

03:05:30.000 --> 03:05:34.000
Really representing human needs, behaviors and attitudes.

03:05:34.000 --> 03:05:39.000
So my suggestion is, do not conduct the workshop or the sprint.

03:05:39.000 --> 03:05:50.000
Under these conditions, right? Sometimes it's hard to always notice what's going on but you know, feeling smelling, that sense of this happening, it's important to investigate further and not go into that territory.

03:05:50.000 --> 03:05:57.000
I think also, this is certainly can be a symptom of a larger issue around research, alert cultural issue.

03:05:57.000 --> 03:06:08.000
And this is a symptom so really important to dig in and really address the deeper problem.

03:06:08.000 --> 03:06:12.000
So plotting this on the matrix, I put it in this upper right quadrant.

03:06:12.000 --> 03:06:23.000
Not only that I've crammed it it's far up until right as I can into
that corner, because I just think that this one is just really so
exactly opposite of what these workshops are meant to be right.

03:06:23.000 --> 03:06:34.000
This mistake is going to be very fundamental and very hard to recover
from.

03:06:34.000 --> 03:06:55.000
The next mistake I'm suggesting that we talk about is a failure to
structure the workshop so I've seen this most frequently happen when
there's a desire to conduct a design sprint and maybe it's there's an
understanding of like oh, we need to start by with research.

03:06:55.000 --> 03:06:59.000
Let's or data about people. Right? Let's understand all the way.

03:06:59.000 --> 03:07:18.000
But then a lot of times there's not an awareness of needing to have
structured exercises to get from those you know, understanding of
human needs, behavior, and attitudes, and step them through in a
structured way to this concept that then we's those human needs
behaviors and attitudes right

03:07:18.000 --> 03:07:21.000
from ideation. Or, you know, data to concept. There are a lot of steps
and that you have a lot of, you know, structured exercises that get us
there.

03:07:21.000 --> 03:07:46.000
But sometimes that doesn't always happen, and what you'll see is a
group tending to look at the data upfront, perhaps, but then develop a
concept may be more from a brainstorm or more from sort of like a very
free-flowing thing which has its place at the same time it can be make

03:07:46.000 --> 03:08:05.000
for a very ineffective product in the end, if there are not some other
mechanisms in place to address that, so a lot of time I've seen this
working with, you know, plant planning novices, those who are less
practiced at checking their confirmation.

03:08:05.000 --> 03:08:09.000
bias, perhaps also right, because it that can tend to happen.

03:08:09.000 --> 03:08:12.000
And you know the real concern around around.

03:08:12.000 --> 03:08:28.000
This, too, is that the concepts are, you know, more likely, as I've

described them, to be near brainstorms and that's something that can be really challenging, not necessarily reflecting those upfront human needs, behaviors and attitudes so one way to go about this certainly

03:08:28.000 --> 03:08:44.000
not the only way, but one way to, you know. Address this mistake, prevent it is, have that to them in agenda, with those you know carefully chosen exercises, and really thinking through okay, how are we getting from you know these data to this concept.

03:08:44.000 --> 03:08:50.000
And you know, with a human centered way of thinking and being throughout the process.

03:08:50.000 --> 03:08:51.000
And then not nearly conducting a brainstorm from our own ideas.

03:08:51.000 --> 03:08:59.000
So that's one way. I'm curious to hear other thoughts that you all have about that as well.

03:08:59.000 --> 03:09:04.000
This one, additionally, you know, I put in this blue zone right?

03:09:04.000 --> 03:09:10.000
It's just really hard to you know. Deal with this mistake when it's present, right?

03:09:10.000 --> 03:09:17.000
Because it's pretty fundamental, and I believe it's rather hard to recover from.

03:09:17.000 --> 03:09:22.000
Our next, mistake. I like to talk about is a lack of research.

03:09:22.000 --> 03:09:29.000
So this might occur where there's not research conducted at the start or at the end of the sprint.

03:09:29.000 --> 03:09:37.000
This often comes up with workshop planning novices and the concepts may not really resonate with with people who are using them.

03:09:37.000 --> 03:09:38.000
And so that's something that's of a concern.

03:09:38.000 --> 03:09:46.000
So, you know, speaking of about this sort of as if you think of a workshop as like upfront.

03:09:46.000 --> 03:09:56.000
Maybe we have breakout groups who are observing humans using the
product or using, you know, doing a particular activity to really
ground themselves in it.

03:09:56.000 --> 03:09:57.000
And then, towards the end of the workshop they're showing their
concepts and having.

03:09:57.000 --> 03:10:05.000
It in prototypes, and having people use them.

03:10:05.000 --> 03:10:08.000
Then, you know, in the end and desired end user, using them.

03:10:08.000 --> 03:10:21.000
Those are some things that really, you know, can ground overshop
sometimes that can't necessarily happen for various reasons that lit
review can happen upfront as a proxy for that upfront research.

03:10:21.000 --> 03:10:31.000
And then you know, towards the end, after the actual workshop that's
when follow on, research can happen, some type of concept study or you
you study in that sort of thing.

03:10:31.000 --> 03:10:35.000
So you can see that I put this in the green zone. I think you can
recover from this mistake after a workshop.

03:10:35.000 --> 03:10:43.000
I'll be curious.

03:10:43.000 --> 03:10:59.000
Our next step is excluding key people. So a lot of times I've seen
this happen when organizations or part of an organization or a team
are worried about the time that it takes to conduct this type of
workshop.

03:10:59.000 --> 03:11:04.000
So whether that's you know 10 business days, 5 business days, 5 h,
however long it is.

03:11:04.000 --> 03:11:05.000
Sometimes there's a real concern like, Hey, we've got to get a product
out the door.

03:11:05.000 --> 03:11:14.000
We don't have the time that we need for all these people to be in this
room doing this activity.

03:11:14.000 --> 03:11:22.000
So the concern here, when we don't have necessarily all the decision
makers involved in this workshop.

03:11:22.000 --> 03:11:29.000
There is that surprise. Blockers might result again right? So it
really a lot of decisions are made throughout that process.

03:11:29.000 --> 03:11:35.000
A lot of things can you know, happen? And when someone's not brought
along, it can be rather confusing.

03:11:35.000 --> 03:11:40.000
Yeah, I'll put sometimes like, how did you all arrive at this? Why
would we do this?

03:11:40.000 --> 03:11:45.000
What's going on here? So some suggestions I have for that are to
certainly have a mix of roles in the room, so can't have everybody
there that's involved.

03:11:45.000 --> 03:12:07.000
Make sure their proxy, sent, and there's some way to deal with that
one way that that can be dealt with, that I've done before is actually
have a showcase time, you know, either towards the end of the workshop
or who couldn't be there but who are you know very

03:12:07.000 --> 03:12:13.000
involved or interested or decision makers in this topic come to this
and we'll walk you through, hey?

03:12:13.000 --> 03:12:19.000
This is what we've done. This is how we arrived at this decision,
inviting them to, you know, give their input and suggestions and that
sort of thing.

03:12:19.000 --> 03:12:34.000
So that's a better way, I think of bringing folks along if they can't
all necessarily be in the room I think another thing to think about
is, you know, that team that's in the room that design sprint team,
you know, do does that team.

03:12:34.000 --> 03:12:42.000
Have the authority to make some of the decisions that are being made,
not just in that room, but actually for the product, right for the
concept.

03:12:42.000 --> 03:12:47.000
And then the resulting product. So I think that's something else to
really think about.

03:12:47.000 --> 03:12:48.000
It so you can see I put this in the green part of our matrix.

03:12:48.000 --> 03:12:53.000
I believe it's easier to recover from something that's a little less fundamental.

03:12:53.000 --> 03:13:04.000
And then we can really handle it after the workshop something else I'd like to talk about is something I'm calling untrained facilitation.

03:13:04.000 --> 03:13:12.000
So this is where you know, we all know that. Yeah, facilitation takes a lot of skill.

03:13:12.000 --> 03:13:22.000
Some people might be able to do it pretty naturally, so perhaps you know, the term untrained might be a little unfair, but in my experience it took a real practice for me right?

03:13:22.000 --> 03:13:23.000
It became something that was a skill that I had to develop.

03:13:23.000 --> 03:13:33.000
And so you know sometimes the way situations happen. Somebody who steps up or who is, you know, asked to facilitate may not always have those skills right?

03:13:33.000 --> 03:13:57.000
And so for this type of workshop, you know, you really need someone who can manage personalities who can manage long documents, or, you know, a lot of talking who can manage people, you know, coming in and working at different levels and from different disciplines people, you know, coming in and working at different levels and from different disciplines. In attention is something else to manage also people's.

03:13:57.000 --> 03:13:58.000
Just stamina right? And making sure they're, you know, enough breaks and that sort of thing also.

03:13:58.000 --> 03:13:59.000
Sometimes there are choices that need to be made on the fly about, interchanging different exercises and things like that, so that's something else to really think about.

03:13:59.000 --> 03:14:09.000
And so yeah, some ways to handle this.

03:14:09.000 --> 03:14:24.000

I think you know, changing course during actual workshop can be to
have folks trained right whoever's gonna be leading make sure they're
trained.

03:14:24.000 --> 03:14:27.000
Also, you can have folks come in who are trained at some key times as
a assistants, and to help out.

03:14:27.000 --> 03:14:35.000
So I think that's something else that can happen. Recovering during
the workshop.

03:14:35.000 --> 03:14:47.000
I think this is definitely a more fundamental issue. And yet I think
it can be easier to recover from if we are all recognizing what's
happening and how we can all do our project.

03:14:47.000 --> 03:14:52.000
The final mistake. I'd like to talk about is a bit too much scaling
back.

03:14:52.000 --> 03:14:56.000
So this is something I've seen come up when there are concerns about
product.

03:14:56.000 --> 03:15:03.000
Timelines, and their requests to scale back so you know, a lot of
times there's this feeling of Oh, gosh!

03:15:03.000 --> 03:15:07.000
You wanna take, you know, 5 business days, 5 days to do this.

03:15:07.000 --> 03:15:20.000
That's too much. It's very, very much tied to the same concern about
having so many people in the room for this particular activity, and
you know what's tricky about this is, it can really render a workshop
ineffective right?

03:15:20.000 --> 03:15:28.000
So we are experts as researchers on how much we can scale back and
what we can reasonably take out, and which exercises really
fundamental and which one isn't.

03:15:28.000 --> 03:15:40.000
So we can do some of that. And yet there comes a point where there's
not in my experience a lot more that you can do right don't scale it
back anymore, because you're gonna end up with something that's just
going to be ineffective.

03:15:40.000 --> 03:15:47.000

And so I found that to be a really important conversation with folks about who are asking for a more scaled back version.

03:15:47.000 --> 03:16:05.000
Hey, this is what we can reasonably do if we although if we take that out what you're gonna get versus what you would get if we kept it in like really having that trade off conversation, I think is really important, so that folks understand that what we're doing will yield different results based on the

03:16:05.000 --> 03:16:09.000
activities that are scaled back and it's possible to just do it too much right.

03:16:09.000 --> 03:16:10.000
So again. I do think this is more fundamental, but something that we can recover from by having that trade-off conversation, and really, really having that trade-off conversation.

03:16:10.000 --> 03:16:29.000
Again, I do think this is more fundamental, but something that we can recover from by having that trade-off conversation, and really, really having that and I have at times had to have that in the middle of a workshop, or sprint like, hey? Let's do this.

03:16:29.000 --> 03:16:30.000
Let's change course. Okay, well, let's think about that.

03:16:30.000 --> 03:16:31.000
If we do that, then this is what we're going to end up with, you know.

03:16:31.000 --> 03:16:35.000
And thank you very much.

03:16:35.000 --> 03:16:41.000
And you have plenty of time for questions, so I'm going to dive right into them.

03:16:41.000 --> 03:16:45.000
So the first one lots of comments about how people have seen these in their work.

03:16:45.000 --> 03:16:48.000
So a lot of people are agreeing with you. That's the first thing I see.

03:16:48.000 --> 03:16:50.000
The second thing is from Carolyn, which has plus 4 likes.

03:16:50.000 --> 03:16:54.000

Why do you use workshop and design sprint interchangeably?

03:16:54.000 --> 03:17:03.000
You know, I typically don't honestly, I honestly think of a design
sprint as a subset like a type of a workshop.

03:17:03.000 --> 03:17:09.000
In my opinion, you know so we're it's so hard to determine, and jargon
can get so tricky right.

03:17:09.000 --> 03:17:10.000
I'll be curious to hear if anybody disagrees with that.

03:17:10.000 --> 03:17:14.000
But that's the way I think about it. So I typically don't.

03:17:14.000 --> 03:17:18.000
But I think for the purpose of this talk the topic of things I want to
talk about.

03:17:18.000 --> 03:17:29.000
I think really I term could apply. And also I wanted to be a little
bit more inclusive of the fact that we do have so much jargon in our
field, and so many different ways to refer to things.

03:17:29.000 --> 03:17:44.000
I mean even you know what are what we call ourselves and our field,
and so many different ways to refer to things. I mean, even you know
what are what we call ourselves, and our titles and what others, has
been, you know, a topic of conjecture in our to things. I mean even
you know what are what we call ourselves. And our titles. And what
others has been you know a topic.

03:17:44.000 --> 03:17:47.000
Of conjecture in our field. So that's really the reason it's just to
try to, really, you know, capture it all.

03:17:47.000 --> 03:17:48.000
And I didn.

03:17:48.000 --> 03:17:53.000
Yeah, then, that makes total sense to me. I think the 2, I think
everyone's happy.

03:17:53.000 --> 03:17:54.000
You got another question from Donald. I'm wondering about how to
diagnose the oh, wait. Okay.

03:17:54.000 --> 03:18:08.000
Here we go. Donald's question change. How do you communicate the

difference in quality of outcome from workshops? Is it something that people get or dot dot dot question? Mark?

03:18:08.000 --> 03:18:11.000
I'm sorry when you say, Do people get it? You mean?

03:18:11.000 --> 03:18:12.000
Do they understand it?

03:18:12.000 --> 03:18:17.000
I believe that is what Donald is trying to say like, how do you communicate the difference in quality of outcome from the workshop?

03:18:17.000 --> 03:18:22.000
Is this something that people just inherently understand? Maybe that might be a better way to put it. Donald keeps honest.

03:18:22.000 --> 03:18:23.000
No, I'm in my experience, you know. Other researchers might inherently understand that.

03:18:23.000 --> 03:18:34.000
But a lot of the disciplines that I've worked with a lot of stakeholders and partners that I've worked with don't necessarily understand that.

03:18:34.000 --> 03:18:35.000
So that's why I you know, talking about being very explicit about that, you know.

03:18:35.000 --> 03:18:50.000
Hey! Here's what we're talking about, being very explicit about that, you know. Hey? Here's what this method is. Here's why we do it.

03:18:50.000 --> 03:19:01.000
I try to keep it, you know. Talk about it in a lot less technical terms than we do as researchers, and I do find, I think, that results and outcomes is a great way to talk about things because that helps people understand and you know I think this is a really great question for the group to cause

03:19:01.000 --> 03:19:06.000
we? I think we've all had to probably do this, in our roles as researchers right on.

03:19:06.000 --> 03:19:22.000
Not just this another, probably every single one. And so I'd love to hear your tips and tricks, for really, you know, doing this effectively, I found focusing on outcomes and then talking about why, it's important and trying to keep that as straight aligned as possible

is has been

03:19:22.000 --> 03:19:24.000
helpful and I'm curious for other people's steps.

03:19:24.000 --> 03:19:29.000
I'm always looking for opportunities here, because I find this to be a
continual conversation.

03:19:29.000 --> 03:19:34.000
Absolutely. So that's a call to action for you. Audience, get rid of
your recommendations for us.

03:19:34.000 --> 03:19:36.000
Alright. We've got another question from Rachel.

03:19:36.000 --> 03:19:45.000
Do you have a favorite facilitator or a facilitator that inspires you,
or facilitation and training resources you've enjoyed?

03:19:45.000 --> 03:19:55.000
What's a really great question? Yes, I have worked personally with
some really strong facilitators, and there's the facilitation.

03:19:55.000 --> 03:20:00.000
And there's also the planning, you know, the designing of the
exercises and making sure it all will result.

03:20:00.000 --> 03:20:02.000
So there's, you know, might be a little bit distinct, but often it's
the same person, or group of people doing that in my experience.

03:20:02.000 --> 03:20:08.000
So yeah, I've worked with some really stunning facilitators that I
really strive to emulate for sure.

03:20:08.000 --> 03:20:24.000
And then, you know, I think if we think too, you know, in popular
culture, you know, there are some people who are really great at
facilitating, you know, interviews, you know, famous people who do a
really great job of that.

03:20:24.000 --> 03:20:34.000
This is obviously not an interview, but you know the dynamic of being
able to really get in there and shape the conversation, I think, is
somewhat a proxy, a little bit.

03:20:34.000 --> 03:20:40.000
Absolutely, I was saying, Oprah. So if you can get Oprah for your
facilitation session, we do recommend.

03:20:40.000 --> 03:20:45.000
If you go with Oprah. Alright, you got more questions.

03:20:45.000 --> 03:20:52.000
This was from Alec. Do you think? Facilitating generative researchers
as a core skill for ux researchers?

03:20:52.000 --> 03:20:56.000
That doing what is a course still for ux researchers.

03:20:56.000 --> 03:21:01.000
Do you think the facilitating generative researchers is a core skill?

03:21:01.000 --> 03:21:07.000
For ux researchers. So.

03:21:07.000 --> 03:21:08.000
I think they.

03:21:08.000 --> 03:21:12.000
So facilitating, maybe generative research. I yeah, you know, I do.

03:21:12.000 --> 03:21:34.000
And it's the type of thing this is hard to generalize on, because
we're coming from so many different industries and backgrounds as
researchers.

03:21:34.000 --> 03:21:35.000
Yeah.

03:21:35.000 --> 03:21:37.000
But in my opinion it is because and the thing is, it's interesting,
because if a product you're working on a product that's really Mitch,
there might not be that much opportunity to exercise these generative
research skills and yet at the same time if you're at a more of a
startup situation

03:21:37.000 --> 03:21:46.000
or early stage situation, or if you had a company that you know, or an
organization of any type that likes to do innovation.

03:21:46.000 --> 03:21:59.000
And truly does innovation, then these skills will be necessary and
will come to play. I think it's important for us all, even if you're
in an organization where you're pushed to be very evaluative, it's
important to have these skills in our toolkit because then we can

03:21:59.000 --> 03:22:07.000
make proposals. Right? I mean, I can't think of too many organizations

that are developing products, processes or services that don't want to capture a new audience don't want to grow in some way.

03:22:07.000 --> 03:22:16.000
And that's where the skill is going to come into play and where it can be proposed like, Hey, why don't we, you know, develop our next product?

03:22:16.000 --> 03:22:26.000
Not just from our heads, but also from human needs. Behaviors and attitudes, so that that could be a really and so, yeah, I think to my experience, I think these are pretty fundamental skills to have, even if they're not exercised every day. In the organization.

03:22:26.000 --> 03:22:37.000
You need to be able to propose them sometimes. And that could be a real game changer for the organization that's developing this product product processor service.

03:22:37.000 --> 03:22:42.000
Absolutely makes sense to me. You've got another question from Lindsay.

03:22:42.000 --> 03:22:43.000
Do you have any ideas on how to train up a small group of facilitators effectively?

03:22:43.000 --> 03:22:46.000
Do you recommend? Researchers have expert facilitation skills?

03:22:46.000 --> 03:22:53.000
You touched on this a little bit before, but anything you'd want to add.

03:22:53.000 --> 03:22:57.000
No. So it's interesting. This is a little bit tangent to what you're talking about.

03:22:57.000 --> 03:23:07.000
But you know, during an actual design sprint I you know I alluded to that time where you might have a small like the team, and I could say, you have a group of 20 folks.

03:23:07.000 --> 03:23:14.000
I'm making that up small breakout groups of 4 people, maybe maybe each breakout group at the start of the sprint is going to go.

03:23:14.000 --> 03:23:27.000
Observe, you know, humans doing a the activity that we're really working on here, and so to get them grounded and get them excited and

you know, really bring all that goodness, that observation of actual people really brings.

03:23:27.000 --> 03:23:31.000
So I've actually, you have to train people to do that right.

03:23:31.000 --> 03:23:32.000
Yeah.

03:23:32.000 --> 03:23:35.000
So unless you're gonna have a you know, a trained facilitator in every single one of those.

03:23:35.000 --> 03:23:40.000
So I've actually, you know, spent half an hour training full, just saying, Hey, look!

03:23:40.000 --> 03:23:41.000
This is what you're going to do. And obviously it's a little bit different.

03:23:41.000 --> 03:23:45.000
It's observational research of somebody using a platform.

03:23:45.000 --> 03:23:54.000
But I do think that you know facilitation. If I had 30 min we would make some headway and training.

03:23:54.000 --> 03:23:58.000
If you have 2 h, we have 2 days, you can make more right.

03:23:58.000 --> 03:23:59.000
Yeah.

03:23:59.000 --> 03:24:00.000
So I do think there are lots of techniques for training on that.

03:24:00.000 --> 03:24:14.000
And lots of opportunities to learn, and I think that somebody who's done it a lot will be able to literally just it down and say, Hey, 's done it a lot will be able to literally just sit down and say, Hey, here's what I would suggest and as long as you're open to as that person

03:24:14.000 --> 03:24:20.000
who's, you know, doing the training are open to taking questions and really hearing where people are and meeting them, where they are.

03:24:20.000 --> 03:24:29.000
And then, you know, taking that step down and say, Hey, here's what I

would suggest, and as long as you're open to as that person who's, you know, doing the training or open to taking questions and really hearing where people are and meeting them where they are and then you know taking that step if that didn't answer.

03:24:29.000 --> 03:24:30.000
Absolutely.

03:24:30.000 --> 03:24:32.000
your question feel free any of these questions I'm not answering.

03:24:32.000 --> 03:24:36.000
Feel free to like probe on them, and the threat I'd like to hear more sorry, Bria.

03:24:36.000 --> 03:24:39.000
No, no, it's okay. And people are chatted up in the threads.

03:24:39.000 --> 03:24:40.000
So you are, you will not be disappointed there, I wouldn't go to the next question.

03:24:40.000 --> 03:24:48.000
This one's from Donald, and great job. By the way, you've done 6 questions just smash it them one after the other.

03:24:48.000 --> 03:24:51.000
Okay. This was from Donald. How do you get stakeholders to recognize?

03:24:51.000 --> 03:24:57.000
There's a difference in quality of outcomes for a workshop and care about it enough to do the workshops well.

03:24:57.000 --> 03:25:00.000
So I'm sorry. Keep repeat that.

03:25:00.000 --> 03:25:01.000
Absolutely. How do you get the stakeholders to recognize?

03:25:01.000 --> 03:25:10.000
There's a difference in quality of outcome for a workshop and care about it enough to do the workshop well.

03:25:10.000 --> 03:25:18.000
Yeah, it's a fantastic question. And you know, I think some of that is rather culturally dependent.

03:25:18.000 --> 03:25:19.000
Yeah.

03:25:19.000 --> 03:25:37.000
So, I think it's really important to think about how influence happens in your organization and how it happens for you know, other disciplines or activities that may be less focused on, how it happens. For you know other disciplines or activities that may be less focused on or less appreciated and so

03:25:37.000 --> 03:25:47.000
you know, and I love that exercise. There's an exercise where you and let me know if you want to know more, because I can surely send you resources about it.

03:25:47.000 --> 03:26:06.000
Literally looking at the stakeholder map you know who in this organization has what kind of influence there's positional influence on or less appreciated. And so you know, and I love that exercise. There's an exercise where you and let me know if you want to know more because I can surely send you resources, about it, of it, literally looking at the stakeholder map you

03:26:06.000 --> 03:26:24.000
know, who, in and, you know, really get to that point. The other tip that I have is to really get to know what people care about what is the goal of the moment or of the year, or of this person's.

03:26:24.000 --> 03:26:25.000
Yeah.

03:26:25.000 --> 03:26:33.000
So like when it comes to this product. Right? What is? What do they care about?

03:26:33.000 --> 03:26:34.000
Yeah.

03:26:34.000 --> 03:26:35.000
What are they trying to achieve and is there a way that you know our skills as researchers can help them achieve those goals and you know, are those goals that are really going to further the organization for the product?

03:26:35.000 --> 03:26:48.000
So those are a couple of ways, you know. I would suggest to get involved in influence, although, you know we could easily have an entire conference just about that and so I'll be curious to hear again.

03:26:48.000 --> 03:26:52.000
You know what others, what their experiences with this and what everybody else thinks.

03:26:52.000 --> 03:26:58.000
Absolutely. I was thinking when you were speaking, what is the okayr
emphasis on the Kr like, focus on that? Okay?

03:26:58.000 --> 03:27:02.000
We'll round out your questions with this final one from Beau.

03:27:02.000 --> 03:27:12.000
When you facilitate a workshop, what is your approach to ensure equal
participation and accommodate stakeholders with lower level of
knowledge of the workshop tools like Miro, or like big Jam?

03:27:12.000 --> 03:27:21.000
Yeah, I think it's a great call out. I think that at the outset it's
really important to get everybody on.

03:27:21.000 --> 03:27:28.000
Playing field with that right? So that includes all kinds of sort of
rules of engagement.

03:27:28.000 --> 03:27:33.000
How we're going to go forward together. I think it's really important
to be very participatory about that, and get everybody's agreement not
just to be like speaking at them.

03:27:33.000 --> 03:27:36.000
You know, to really say, Hey, what are you know? Here's my suggestions
of I think I was gonna go.

03:27:36.000 --> 03:27:51.000
Well, what do you think? What else would you like to add so that you
know that can be things as simple as we're gonna say?

03:27:51.000 --> 03:27:52.000
Yeah, that's a good one.

03:27:52.000 --> 03:27:53.000
Yes, and instead of know, but for people's ideas and stuff like that
as part of that I think it's really important to have that practice
time with the tools right?

03:27:53.000 --> 03:28:07.000
And really get people involved with that if you have the luxury of
having time prior to connect with folks individually or in small
groups, and say, Hey, how are you feeling?

03:28:07.000 --> 03:28:13.000
Others. Have you used this before? Even if it's through a chat? Or you
know an email?

03:28:13.000 --> 03:28:14.000
I think that's really important, too, but I don't.

03:28:14.000 --> 03:28:22.000
I think it's going to be harder. It's sort of like, you know, the sort
of like non remote version of this to some degree, can be like people
who are more reticent to speak up.

03:28:22.000 --> 03:28:27.000
And people who are naturally more likely to speak up, and you have to
also like, accommodate for that as well.

03:28:27.000 --> 03:28:46.000
Right, and so I think, think of it as a similar type of thing where we
really need to think about, you know where people are with using the
tools, how what their comfort level is, and how we get everybody to a
place where they're all equally comfortable at the start I think also
to like actively

03:28:46.000 --> 03:28:53.000
really sincerely helping people understand that we really sincerely
want their involvement right?

03:28:53.000 --> 03:28:54.000
Yeah.

03:28:54.000 --> 03:29:04.000
Because sometimes in organizations there's, you know, there is
positional authority, and people feel like, Oh, I don't have a
leadership title, so I can't talk when this leaders talking about this
topic.

03:29:04.000 --> 03:29:11.000
I can't talk when this leaders talking about this topic. I can't talk.
When this leaders talking about this topic, I can't disagree, and I
think it's really important for us to be very sincere about this is a
different zone in here.

03:29:11.000 --> 03:29:18.000
You know, this is a different zone in here, right? You're in the
research zone. And so you know about this topic. I can't disagree, and
I think it's really important for us to be very sincere about you
know.

03:29:18.000 --> 03:29:19.000
Absolutely what a awesome response to close us out! Oh, my gosh!

03:29:19.000 --> 03:29:28.000
And that was amazing. I feel like I learned so much as a person who

often finds yourself facilitating things lazy, and gentlemen and
everybody else.

03:29:28.000 --> 03:29:32.000
And I'm a Ghani. Thank you so much for joining us today.

03:29:32.000 --> 03:29:34.000
Thank you.

03:29:34.000 --> 03:29:48.000
Alrighty friends. So we're going into our long break of the day, so
that means we are going to have some sponsor sessions you're going to
be hearing, or you will be hopefully attending the sponsor sessions
for dovetail which is going to be a session

03:29:48.000 --> 03:29:49.000
for Cheryl Kababa, who is the author of Rosenfeld Media's latest book.

03:29:49.000 --> 03:29:56.000
Closing the loop. When we get back. We're gonna be hearing from Carl
Turner, and he's gonna be talking about.

03:29:56.000 --> 03:30:01.000
You can do this under the self-organizational problems that jumpstart
a dead project.

03:30:01.000 --> 03:30:03.000
But just so we're like, incredibly super duper.

03:30:03.000 --> 03:30:05.000
Unlike, unbelievably care. We're gonna be back in 11.

03:30:05.000 --> 03:30:12.000
No, we're gonna be back at yeah, no, we're gonna be back at 1150,
1150.

03:30:12.000 --> 03:30:15.000
I'm looking at the script here. I think it's telling me.

03:30:15.000 --> 03:30:19.000
No, I'm wrong. We're gonna be back at 12 Pm.

03:30:19.000 --> 03:30:22.000
There we go. Long. Break back at 12 pm. Sharp.

03:30:22.000 --> 03:30:23.000
All righty, friend, so I'll see you back here at 12 Pm.

03:30:23.000 --> 03:30:24.000
And if you're on time, then we're going to be able to tell a couple of

jokes. But yeah, thank you.

03:30:24.000 --> 03:30:32.000
Everyone for your time, please go and grab some lunch, depending on
what times on your end.

03:30:32.000 --> 03:30:37.000
We'll be back at 12 sharp, bye, for now attend the sponsor session.

03:30:37.000 --> 03:30:40.000
Bye!

03:30:40.000 --> 03:30:43.000
Made a good mind.

03:30:43.000 --> 03:30:50.000
I love. We're frozen to.

03:30:50.000 --> 03:30:57.000
Love, who in his neighborhood?

03:30:57.000 --> 03:31:09.000
Frozen together. And baby, too, did we? Oh, to!

03:31:09.000 --> 03:31:16.000
Stop!

03:31:16.000 --> 03:31:20.000
You were.

03:31:20.000 --> 03:31:27.000
Please sprinkle to so.

03:31:27.000 --> 03:31:33.000
The will be.

03:31:33.000 --> 03:31:36.000
The.

03:31:36.000 --> 03:31:40.000
Take, your!

03:31:40.000 --> 03:31:46.000
Just say.

03:31:46.000 --> 03:31:57.000
Lie!

03:31:57.000 --> 03:32:10.000
Just the me!

03:32:10.000 --> 03:32:22.000
And a man, and and prove that.

03:32:22.000 --> 03:32:31.000
You!

03:32:31.000 --> 03:32:36.000
And.

03:32:36.000 --> 03:32:41.000
The.

03:32:41.000 --> 03:32:47.000
Is a to do?

03:32:47.000 --> 03:32:53.000
There's a to.

03:32:53.000 --> 03:32:56.000
You!

03:32:56.000 --> 03:33:06.000
Hello! And.

03:33:06.000 --> 03:33:10.000
That's true.

03:33:10.000 --> 03:33:17.000
Let's.

03:33:17.000 --> 03:33:21.000
That song!

03:33:21.000 --> 03:33:28.000
Inside.

03:33:28.000 --> 03:33:33.000
Did you?

03:33:33.000 --> 03:33:39.000
Papa to stay there inside. Love you!

03:33:39.000 --> 03:33:45.000
Let them take you.

03:33:45.000 --> 03:33:53.000
Just releasing you will fire.

03:33:53.000 --> 03:33:58.000

That's important.

03:33:58.000 --> 03:34:05.000
Close to amazing.

03:34:05.000 --> 03:34:16.000
Is made.

03:34:16.000 --> 03:34:22.000
Thank you.

03:34:22.000 --> 03:34:27.000
Losing together the music.

03:34:27.000 --> 03:34:33.000
Rules, in.

03:34:33.000 --> 03:34:38.000
And together.

03:34:38.000 --> 03:34:47.000
Hey!

03:34:47.000 --> 03:34:56.000
Music is played, Los Angeles, May.

03:34:56.000 --> 03:35:00.000
And then.

03:35:00.000 --> 03:35:10.000
Hey? To?

03:35:10.000 --> 03:35:25.000
Inside.

03:35:25.000 --> 03:35:40.000
On the high rise of steady what's at the back of your mind?

03:35:40.000 --> 03:36:08.000
To see, and in general decay nature must demand a way on the.

03:36:08.000 --> 03:36:29.000
You yourself with your the such well, the touch, and I.

03:36:29.000 --> 03:36:45.000
I feel, Mr.

03:36:45.000 --> 03:37:01.000
With the that I really don't know.

03:37:01.000 --> 03:37:31.000
And what's I do now? Who is working on it now?

03:37:31.000 --> 03:37:44.000
The the child, a.

03:37:44.000 --> 03:38:14.000
The.

03:38:23.000 --> 03:38:34.000
When I'm walking I struck my star, and I'm so strung out I just might
stop to check you out.

03:38:34.000 --> 03:38:44.000
Eyes, black eye glister in the sun. Let me go why, big hands, I know
you're the one I stay in my sheets.

03:38:44.000 --> 03:38:48.000
I don't even know why my girlfriend, she's at.

03:38:48.000 --> 03:38:59.000
Yes, he started to cry when he got wired by a guy blistering that sun.

03:38:59.000 --> 03:39:06.000
Let me go on big hands. I know you're the one.

03:39:06.000 --> 03:39:25.000
And.

03:39:25.000 --> 03:39:55.000
When I'm not walking I stop. And I'm so strong out I'm Hi, Zach!

03:40:04.000 --> 03:40:34.000
Let me go back. I let me go on big hands, I know, and.

03:40:36.000 --> 03:40:39.000
Come on!

03:40:39.000 --> 03:40:52.000
And.

03:40:52.000 --> 03:40:59.000
Want to hold em like they do in Texas days. Hold them! Let him hit me,
raise it, favours.

03:40:59.000 --> 03:41:03.000
Stay with me.

03:41:03.000 --> 03:41:12.000
Start, and after he's been hooked up later, one that's on his heart.

03:41:12.000 --> 03:41:17.000
I'll get him high and show him what I've got.

03:41:17.000 --> 03:41:27.000
Oh, I'll get him high! Show him what a.

03:41:27.000 --> 03:41:31.000
We can't read.

03:41:31.000 --> 03:41:35.000
No one!

03:41:35.000 --> 03:41:41.000
Can't read face.

03:41:41.000 --> 03:41:49.000
BA BA BA, BA, BA BA BA, papa, BA, BA, BA, BA!

03:41:49.000 --> 03:42:05.000
I wanna roll with him my heart that we will be little Gamble then it's
from when you're with me.

03:42:05.000 --> 03:42:17.000
Hello! Oh, I'll get him high. Show him what he got.

03:42:17.000 --> 03:42:24.000
I'll get him high. Show you what it Guy.

03:42:24.000 --> 03:42:28.000
Hello!

03:42:28.000 --> 03:42:31.000
Nobody else.

03:42:31.000 --> 03:42:38.000
We can't read them.

03:42:38.000 --> 03:42:53.000
Booker, bip up, up, up, up, base, bye! Bye!

03:42:53.000 --> 03:42:59.000
I won't tell you that I'll look you, kid, to hug you because I'm
bluffing with my muffin.

03:42:59.000 --> 03:43:05.000
I'm no lying. I'm just stunning with my low glucose, just like a
chicken casino.

03:43:05.000 --> 03:43:15.000

Take your pink before I pay you. What I promise. Know we can't read
them place.

03:43:15.000 --> 03:43:24.000
She's young, know about.

03:43:24.000 --> 03:43:27.000
No!

03:43:27.000 --> 03:43:36.000
Know we can't read them, but face.

03:43:36.000 --> 03:43:40.000
Can't read him, love!

03:43:40.000 --> 03:43:44.000
Nobody.

03:43:44.000 --> 03:43:49.000
Know we can read a mother this.

03:43:49.000 --> 03:43:52.000
Mobile.

03:43:52.000 --> 03:43:57.000
We can't read them up.

03:43:57.000 --> 03:44:11.000
Know about face.

03:44:11.000 --> 03:44:19.000
But by face 5 baffles kept this buffer back.

03:44:19.000 --> 03:44:22.000
May not.

03:44:22.000 --> 03:44:35.000
All!

03:44:35.000 --> 03:44:42.000
The.

03:44:42.000 --> 03:44:44.000
The.

03:44:44.000 --> 03:44:53.000
Whoa! Come to you about me me alone dancing, you know it could be.

03:44:53.000 --> 03:45:15.000
Tell me your trouble together. Everything inside love strange. So we

think of the tender things that that we're working on.

03:45:15.000 --> 03:45:22.000
One of I get any, don't you?

03:45:22.000 --> 03:45:25.000
Forget about me.

03:45:25.000 --> 03:45:40.000
Don't! Don't! Don't to!

03:45:40.000 --> 03:45:57.000
My way, friends, down the the.

03:45:57.000 --> 03:46:10.000
Call my lady to?

03:46:10.000 --> 03:46:25.000
Wow!

03:46:25.000 --> 03:46:30.000
Hello!

03:46:30.000 --> 03:46:45.000
Try and pretend it's my will win, and insecurity a.

03:46:45.000 --> 03:46:51.000
Don't you forget about me. I'll be alone.

03:46:51.000 --> 03:47:05.000
Dancing gone to you back together, don't you?

03:47:05.000 --> 03:47:11.000
Forget about me. Don't!

03:47:11.000 --> 03:47:19.000
Hello! Forget about me.

03:47:19.000 --> 03:47:25.000
God.

03:47:25.000 --> 03:47:27.000
Hello!

03:47:27.000 --> 03:47:31.000
Hello!

03:47:31.000 --> 03:47:44.000
My away!

03:47:44.000 --> 03:47:53.000
Come on, and.

03:47:53.000 --> 03:48:04.000
Walk away!

03:48:04.000 --> 03:48:11.000
On a.

03:48:11.000 --> 03:48:41.000
No!

03:49:05.000 --> 03:49:13.000
Someone to hold you too close.

03:49:13.000 --> 03:49:26.000
Someone to hurt you, to?

03:49:26.000 --> 03:49:36.000
Someone to sit in your chair to ruin your sleep. That's true.

03:49:36.000 --> 03:49:39.000
That all you think there is to it got so many reasons for not being
with someone.

03:49:39.000 --> 03:49:45.000
But Robert!

03:49:45.000 --> 03:49:49.000
For being alone. Come on, you're onto something, Bobby.

03:49:49.000 --> 03:49:52.000
Iran, decide.

03:49:52.000 --> 03:49:57.000
Someone to too much.

03:49:57.000 --> 03:50:07.000
Someone to know you too well, someone to pull you up short put you
through.

03:50:07.000 --> 03:50:13.000
How, you're not a kid anymore. Rob, you'll ever be a kid again.

03:50:13.000 --> 03:50:22.000
Hey, Buddy, I'll be afraid of won't be perfect thing to be afraid of
really is that it won't.

03:50:22.000 --> 03:50:32.000
Don't stop now. The oh, someone! You have let it!

03:50:32.000 --> 03:50:40.000
Someone who's feelings. You spare someone who like it or not.

03:50:40.000 --> 03:50:46.000
Who wants you to share a little a lot? What does all that Robert?

03:50:46.000 --> 03:50:49.000
How do you know so much about it when you've never been there?

03:50:49.000 --> 03:50:52.000
It's much better living it than looking at it. Robert.

03:50:52.000 --> 03:51:07.000
Addam up, Bobby Adam, up somewhere to crowd you love someone to force
you to care someone to make you come through.

03:51:07.000 --> 03:51:17.000
We'll always be there far as frightened as he of the 5.

03:51:17.000 --> 03:51:32.000
God. 5. Hello! I. King alone.

03:51:32.000 --> 03:51:37.000
The candles, robber wish!

03:51:37.000 --> 03:51:52.000
Want, some.

03:51:52.000 --> 03:52:03.000
Some you sit in and ruined my sleep, and make me of being.

03:52:03.000 --> 03:52:18.000
5 in the I. Somebody knew me too much. Somebody know me too well.

03:52:18.000 --> 03:52:30.000
Somebody pull me up short and put me through hell and give me support
for along 5.

03:52:30.000 --> 03:52:43.000
May me alive, me alone. 5. We can feel.

03:52:43.000 --> 03:52:51.000
He went.

03:52:51.000 --> 03:52:59.000
My dear!

03:52:59.000 --> 03:53:12.000
Is alone. The love.

03:53:12.000 --> 03:53:24.000
Around me, of somebody for somebody. Let me come through. I'll always
be there.

03:53:24.000 --> 03:53:54.000
Frightened as you to help us serve. All are. I will be.

03:54:23.000 --> 03:54:31.000
Get so lost, sometimes.

03:54:31.000 --> 03:54:34.000
Us!

03:54:34.000 --> 03:54:41.000
And this smile.

03:54:41.000 --> 03:54:48.000
When I want to.

03:54:48.000 --> 03:54:52.000
Mark.

03:54:52.000 --> 03:54:58.000
Whichever.

03:54:58.000 --> 03:55:03.000
Is.

03:55:03.000 --> 03:55:10.000
All my instincts, nature, the.

03:55:10.000 --> 03:55:14.000
So so will go.

03:55:14.000 --> 03:55:19.000
Noise.

03:55:19.000 --> 03:55:24.000
Reach out!

03:55:24.000 --> 03:55:27.000
The.

03:55:27.000 --> 03:55:38.000
The in, your I, the the I'm completely your eyes.

03:55:38.000 --> 03:55:43.000
Sees a 1,000 churches.

03:55:43.000 --> 03:55:56.000
Resolution of all the Whoa lost in.

03:55:56.000 --> 03:56:00.000
Of be that.

03:56:00.000 --> 03:56:30.000
Hold on! Touch the light!

03:56:30.000 --> 03:56:38.000
I don't like to see so much rain, so.

03:56:38.000 --> 03:56:47.000
They still, and this keep sipping away.

03:56:47.000 --> 03:56:51.000
Get so so.

03:56:51.000 --> 03:56:58.000
King, so far.

03:56:58.000 --> 03:57:03.000
Out of? Do the.

03:57:03.000 --> 03:57:09.000
Give me away!

03:57:09.000 --> 03:57:25.000
All my instincts. They return, and grand so soon we'll burn nights.

03:57:25.000 --> 03:57:34.000
I reached out from the.

03:57:34.000 --> 03:57:37.000
The.

03:57:37.000 --> 03:57:43.000
Hello! Rise!

03:57:43.000 --> 03:58:07.000
Rise. No, this yo tonight rise! Oh, go see the 1,000 churches, your
eyes resolution rise of all the.

03:58:07.000 --> 03:58:12.000
Oh, I see. Thank you.

03:58:12.000 --> 03:58:18.000
Hello! Wanna be that you?

03:58:18.000 --> 03:58:26.000

Touch the light. Indeed, I see your Hello!

03:58:26.000 --> 03:58:38.000
Your body.

03:58:38.000 --> 03:58:50.000
A!

03:58:50.000 --> 03:59:03.000
Stop!

03:59:03.000 --> 03:59:33.000
The.

03:59:39.000 --> 03:59:44.000
Give up!

03:59:44.000 --> 03:59:48.000
Know that?

03:59:48.000 --> 03:59:58.000
You're the closest heaven the and I don't wanna go home.

03:59:58.000 --> 04:00:03.000
No, I could taste it.

04:00:03.000 --> 04:00:08.000
All that can breathe is your life.

04:00:08.000 --> 04:00:16.000
So late heart to stone, to.

04:00:16.000 --> 04:00:26.000
And I to see me because I don't think that they'd understand.

04:00:26.000 --> 04:00:47.000
For instance, I just want.

04:00:47.000 --> 04:00:52.000
Change your life!

04:00:52.000 --> 04:00:57.000
Of the moment.

04:00:57.000 --> 04:01:08.000
When everything feels like this. Yeah, you plead just to and.

04:01:08.000 --> 04:01:38.000
To see me, cause I don't think laid on the sound, for to be broken. I
just want you to know.

04:02:58.000 --> 04:03:01.000
And I'll.

04:03:01.000 --> 04:03:08.000
See me, cause I don't.

04:03:08.000 --> 04:03:21.000
Where everything been broken. Just one. Wow!

04:03:21.000 --> 04:03:29.000
To see, because I'm down. Didn't understand.

04:03:29.000 --> 04:03:37.000
Everything's made to be broken. Just walk.

04:03:37.000 --> 04:03:42.000
This one to the?

04:03:42.000 --> 04:03:46.000
Want you to know.

04:03:46.000 --> 04:04:16.000
Just want to.

04:04:27.000 --> 04:04:34.000
One am. And a night just keeps on woohoo.

04:04:34.000 --> 04:04:50.000
We only meantime until tomorrow morning, for we be yourself stress.

04:04:50.000 --> 04:04:56.000
It's gone outside. So well, let's.

04:04:56.000 --> 04:05:03.000
Tonight, a nobody else.

04:05:03.000 --> 04:05:15.000
This cast almost scared the.

04:05:15.000 --> 04:05:22.000
The first. Everybody's gay.

04:05:22.000 --> 04:05:33.000
Be your we can take. We can all go on.

04:05:33.000 --> 04:05:42.000
Can hardly here in my freak, come after. Okay?

04:05:42.000 --> 04:05:52.000

Hmm! Man is a Mona Lisa mountain in the moon.

04:05:52.000 --> 04:05:59.000
Sexy night to meet me in the Loo. Oh, yeah.

04:05:59.000 --> 04:06:07.000
Drinking just through the stood to.

04:06:07.000 --> 04:06:12.000
It's getting for you.

04:06:12.000 --> 04:06:17.000
Come on!

04:06:17.000 --> 04:06:31.000
Back on me. Me, please get yeah, be we can take run.

04:06:31.000 --> 04:06:35.000
We could all on my!

04:06:35.000 --> 04:06:44.000
I can hardly wait me, and the.

04:06:44.000 --> 04:06:50.000
Power, beach!

04:06:50.000 --> 04:07:20.000
The easy.

04:07:22.000 --> 04:07:26.000
Every time is.

04:07:26.000 --> 04:07:29.000
Be!

04:07:29.000 --> 04:07:38.000
We can take our last on the.

04:07:38.000 --> 04:07:41.000
New.

04:07:41.000 --> 04:07:56.000
On the the heart. A bitch!

04:07:56.000 --> 04:08:10.000
You!

04:08:10.000 --> 04:08:14.000
Lost in a strange setting.

04:08:14.000 --> 04:08:17.000
No! Well!

04:08:17.000 --> 04:08:22.000
Fire cried from the street, said!

04:08:22.000 --> 04:08:25.000
I came from.

04:08:25.000 --> 04:08:54.000
H. When but you can even then lonely, stand and your own on back.

04:08:54.000 --> 04:09:01.000
No violin knows the egg of the things that go on inside.

04:09:01.000 --> 04:09:08.000
Someone else's head.

04:09:08.000 --> 04:09:19.000
And I read me trivial. I'll send that dancing me.

04:09:19.000 --> 04:09:21.000
Hmm!

04:09:21.000 --> 04:09:37.000
But baby me and old Linda he!

04:09:37.000 --> 04:09:44.000
No matter how well you know someone you can't only ever guess.

04:09:44.000 --> 04:09:56.000
How can you ever really know, sir? Somebody else? It takes love town.

04:09:56.000 --> 04:10:06.000
Just get to know yourself.

04:10:06.000 --> 04:10:26.000
Nobody knows that me and.

04:10:26.000 --> 04:10:31.000
And.

04:10:31.000 --> 04:10:45.000
Hello, the the!

04:10:45.000 --> 04:10:49.000
Hello! The!

04:10:49.000 --> 04:10:52.000
Hello!

04:10:52.000 --> 04:10:59.000
The.

04:10:59.000 --> 04:11:04.000
Music, Hello!

04:11:04.000 --> 04:11:18.000
I have you solitude for the soul, and sometimes they say, can and be.

04:11:18.000 --> 04:11:42.000
I shall do with myself. Well, I must confess you.

04:11:42.000 --> 04:11:46.000
The.

04:11:46.000 --> 04:11:52.000
The well!

04:11:52.000 --> 04:12:00.000
Niche and hiss, and if you think deep enough, you're gonna end.

04:12:00.000 --> 04:12:15.000
And the stress, and no one escapes. Heaven does, and you!

04:12:15.000 --> 04:12:26.000
And no one escapes that made and no loneliness.

04:12:26.000 --> 04:12:45.000
The and the well, they say, keep it simple when it gets to be a mess,
and fame and fortune never but then it won't happen.

04:12:45.000 --> 04:12:57.000
This I must be lucky. Some of my friends think well, I'm really best.

04:12:57.000 --> 04:13:11.000
The no, all by them, nose!

04:13:11.000 --> 04:13:41.000
And the da da da da da la la la, la, la, la, la la la la da da da da
da the no, no, no, no, no, no, no, no, no of long the.

04:13:58.000 --> 04:14:06.000
The and live alone. Linda!

04:14:06.000 --> 04:14:09.000
The.

04:14:09.000 --> 04:14:39.000
The no, no, me and love all the.

04:14:49.000 --> 04:15:08.000
100. The weekend, my best friend. I couldn't wait for the summer at
the war tour, I remember, is a person that I saw her.

04:15:08.000 --> 04:15:19.000
Sc got to go, and they made it.

04:15:19.000 --> 04:15:25.000
You!

04:15:25.000 --> 04:15:32.000
Window. Everything's fair, won't she? Let's go?

04:15:32.000 --> 04:15:44.000
That the rock show.

04:15:44.000 --> 04:15:55.000
I remember the mother gave us 17 this direction. Nationality.

04:15:55.000 --> 04:16:14.000
She says, what I, when at the wait.

04:16:14.000 --> 04:16:23.000
She always, and I never got chance. I'm say last curtain.

04:16:23.000 --> 04:16:32.000
Yes, because she kept me coming out of, so she says.

04:16:32.000 --> 04:16:41.000
She's so seeking for the.

04:16:41.000 --> 04:16:47.000
With the rock show.

04:16:47.000 --> 04:17:01.000
Talk, show.

04:17:01.000 --> 04:17:06.000
50 bucks.

04:17:06.000 --> 04:17:29.000
The.

04:17:29.000 --> 04:17:44.000
Choo, choo, choo, choo, choo! The i, the chechnya g chick!

04:17:44.000 --> 04:17:57.000
In the summer time, when the weather is high, and the bye, bye, you
got women on your mind.

04:17:57.000 --> 04:18:14.000
Average. Go ahead and see what you can find. Oh, if that is, you would
turn on a journey 25.

04:18:14.000 --> 04:18:21.000
When the sun goes down you can make it.

04:18:21.000 --> 04:18:26.000
Who win a daddy winner anybody. We do as we please.

04:18:26.000 --> 04:18:44.000
We go. We're always sing along with us. I never had that be.

04:18:44.000 --> 04:18:48.000
Da da.

04:18:48.000 --> 04:19:05.000
Da da da alright. Oh, the the thank you!

04:19:05.000 --> 04:19:20.000
I, the I in this hill, your spot in time the service of my time, and
was shaken.

04:19:20.000 --> 04:19:24.000
Here we go driving, or maybe we'll settle down.

04:19:24.000 --> 04:19:38.000
She's friends, and we're all going to town.

04:19:38.000 --> 04:20:03.000
Cheechee, the of I I cheap, cheap, cheap in the summer time, when a
weather is high, and you got women on your mind.

04:20:03.000 --> 04:20:16.000
Have a dream, the way you see, but you can find that is rich, and that
is just do what you fail.

04:20:16.000 --> 04:20:20.000
You can tell, nor a journal 25.

04:20:20.000 --> 04:20:27.000
When the sun goes down you can make it make it into a nullify.

04:20:27.000 --> 04:20:33.000
Who win a daddy win I mean what we do as we please.

04:20:33.000 --> 04:20:44.000
They don't fish shade all the sailing in the sea.

04:20:44.000 --> 04:20:48.000
Sing along with us.

04:20:48.000 --> 04:21:05.000
Yeah. Ever had that be? Lucida? Did.

04:21:05.000 --> 04:21:10.000
A!

04:21:10.000 --> 04:21:39.000
And I I'm a without the.

04:21:39.000 --> 04:21:50.000
Contradiction. Come and go. You come and go. Hello!

04:21:50.000 --> 04:22:18.000
We are. Come and grow. You come and go easy, because good and.

04:22:18.000 --> 04:22:35.000
That's my love. We're gonna dig up when we love is when you grow, you
gone forever.

04:22:35.000 --> 04:22:46.000
You stay alone on string. So come, I mean, come and go.

04:22:46.000 --> 04:23:01.000
You come and go. Never be busy, because.

04:23:01.000 --> 04:23:06.000
Every day here tonight, tonight.

04:23:06.000 --> 04:23:13.000
You're my!

04:23:13.000 --> 04:23:16.000
Here!

04:23:16.000 --> 04:23:21.000
You're high. My God!

04:23:21.000 --> 04:23:26.000
Oh!

04:23:26.000 --> 04:23:39.000
The I'm afraid, without the.

04:23:39.000 --> 04:23:53.000
No country teacher. You come and grow. You gotta go. Hello, Galba!

04:23:53.000 --> 04:24:08.000

Come, you come and go!

04:24:08.000 --> 04:24:18.000
With the friend da da Galicia. You come and go.

04:24:18.000 --> 04:24:28.000
You come and go.

04:24:28.000 --> 04:24:40.000
Pretty good, and green.

04:24:40.000 --> 04:25:06.000
Oh, you come and go, love them! The the!

04:25:06.000 --> 04:25:11.000
We don't.

04:25:11.000 --> 04:25:16.000
We don't talk about.

04:25:16.000 --> 04:25:21.000
It was my wedding.

04:25:21.000 --> 04:25:43.000
In the sky. Sorry me be that go!

04:25:43.000 --> 04:25:58.000
What a joy you stay! But anyway! No, no, no, no, no, don't talk okay.

04:25:58.000 --> 04:26:07.000
Never fear, we're not more than sand.

04:26:07.000 --> 04:26:13.000
Happiness. It's not happening, Emily, bumbling.

04:26:13.000 --> 04:26:26.000
You understand?

04:26:26.000 --> 04:26:40.000
No sound, we don't talk. No, no, no, no, we don't home.

04:26:40.000 --> 04:26:54.000
Bottle me my fish in the day. No, no. Told me I'd go a gut, and just
like all my head would.

04:26:54.000 --> 04:27:07.000
Sue with your prophecy is where told me that the life of my dreams
would be promised and sumed be mine.

04:27:07.000 --> 04:27:19.000

He told me that my power would grow like the grapes that thrive on the vijay. Mariano's on his way.

04:27:19.000 --> 04:27:23.000
The dreams. He just.

04:27:23.000 --> 04:27:41.000
To make this. I want a can hear, yeah, about that. Know, I really need to.

04:27:41.000 --> 04:27:47.000
No, give me the know. So.

04:27:47.000 --> 04:27:56.000
Body feel my around. Where, hey? When you, the.

04:27:56.000 --> 04:27:59.000
Stop!

04:27:59.000 --> 04:28:05.000
Is, always.

04:28:05.000 --> 04:28:11.000
Always say my younger. Say the.

04:28:11.000 --> 04:28:15.000
Time.

04:28:15.000 --> 04:28:19.000
The.

04:28:19.000 --> 04:28:47.000
So talk to? Why did I all road? Never so?

04:28:47.000 --> 04:28:58.000
I, the?

04:28:58.000 --> 04:29:15.000
The, the, the, the heroes. So with perfect why do they yours?

04:29:15.000 --> 04:29:45.000
Bring it? Why are all I hear so even more so now that he's gone.

04:29:51.000 --> 04:30:05.000
Dylan was so mean to Donovan in that movie, Pablo Picasso crawled to his wives, but later Paul took their own lives also.

04:30:05.000 --> 04:30:20.000
Well speak to 25 if we're gone before our rights, what do they always bring me?

04:30:20.000 --> 04:30:34.000
Of malice. Lewis Carroll, on short bid hours Plato win the cave with
those very young boys empty.

04:30:34.000 --> 04:30:38.000
Art didn't save all the French join the resistance.

04:30:38.000 --> 04:30:45.000
Double Floor, Raymond Channel, drunk as oppressed Tennessee.

04:30:45.000 --> 04:30:57.000
Williams, struck in the press. I think I'll just get.

04:30:57.000 --> 04:31:11.000
And and Hello!

04:31:11.000 --> 04:31:41.000
The Whoa!

04:31:52.000 --> 04:32:22.000
The.

04:32:34.000 --> 04:32:48.000
Hello!

04:32:48.000 --> 04:33:04.000
About it. You've got 6 min, 6 min, 6 in.

04:33:04.000 --> 04:33:18.000
Ha! Here we go! Here we go! Come on! Come on! Come on!

04:33:18.000 --> 04:33:23.000
I don't know.

04:33:23.000 --> 04:33:52.000
Again. Oh, no! Here we go. Excuse me, excuse me.

04:33:52.000 --> 04:34:22.000
For the.

04:34:36.000 --> 04:34:48.000
I!

04:34:48.000 --> 04:34:59.000
I!

04:34:59.000 --> 04:35:02.000
The.

04:35:02.000 --> 04:35:09.000
Wallet stop when I made up a name called the Oh, that was me!

04:35:09.000 --> 04:35:13.000
Change, your mother that me in my right hand, man, Ricky D, I get stuff.

04:35:13.000 --> 04:35:20.000
Things are more examples. Here's a telephone rig.

04:35:20.000 --> 04:35:27.000
Hello. Second question.

04:35:27.000 --> 04:35:33.000
No more check out the news that I explain. Sharap B, O. T. B.

04:35:33.000 --> 04:35:43.000
I d. E, and I'm snap book.

04:35:43.000 --> 04:35:52.000
You're thinking you ain't a passion generation, and I'm also known as a beat by Trigger.

04:35:52.000 --> 04:35:56.000
I'll finish like this. Lick Rigg's on Slick Rick.

04:35:56.000 --> 04:36:00.000
Well, here's a little dumb that needs to be heard, Doug.

04:36:00.000 --> 04:36:13.000
I was going downtown. March all alone. No one stepped on the beache. I said, oh, there's been a mistake!

04:36:13.000 --> 04:36:19.000
Honey man in slick greg hat, frosty flakes break that frosty flakes.

04:36:19.000 --> 04:36:20.000
Oh, got it was raised in house, she said. Oh, my name is Maggie, but call me Michelle. What's Dumble?

04:36:20.000 --> 04:36:32.000
We shall went through. Hey, yo doug! Do that record jam on!

04:36:32.000 --> 04:36:59.000
, the.

04:36:59.000 --> 04:37:03.000
3.

04:37:03.000 --> 04:37:06.000

I!

04:37:06.000 --> 04:37:16.000
Most definitely.

04:37:16.000 --> 04:37:36.000
It's done!

04:37:36.000 --> 04:37:45.000
Baby. Hi, yeah, can chickens, baby, how you feel.

04:37:45.000 --> 04:37:49.000
The poo! See? Gone! That's the show. Keep it moving.

04:37:49.000 --> 04:37:53.000
Yeah, no trying to get some new shit in there. Swim where?

04:37:53.000 --> 04:37:59.000
Pushing. Come now, come, drag your eyes if you can.

04:37:59.000 --> 04:38:12.000
But you have to try, Slim. Mr. I need you any more.

04:38:12.000 --> 04:38:26.000
I do my?

04:38:26.000 --> 04:38:29.000
Baby? How are you feeling?

04:38:29.000 --> 04:38:36.000
Girl need to kick off the shoe on the big fights long nights that
you've been through.

04:38:36.000 --> 04:38:39.000
I got a bottle of tequila that's saving for you.

04:38:39.000 --> 04:38:44.000
Up and change. No, peace. I know we did you wrong.

04:38:44.000 --> 04:39:01.000
We can make your right. We don't to anyone.

04:39:01.000 --> 04:39:06.000
Betty, how you do!

04:39:06.000 --> 04:39:22.000
Betty, how are you?

04:39:22.000 --> 04:39:52.000
Yeah.

04:40:03.000 --> 04:40:31.000
Baby? How are you feeling?

04:40:31.000 --> 04:40:42.000
Great question is the only all-in-one customer research platform built
to support customer centric teams like these from invite to insight.
It's all streamlined and great question automate.

04:40:42.000 --> 04:40:52.000
Every part of your next customer research project.

04:40:52.000 --> 04:41:11.000
The industry's 2 leading insights. Platforms are coming together,
combining the best of both platforms in a powerful end-to-end solution
that will drive more value for customers offering a wider range of
capabilities resources and expertise to help companies, build better
product customer employee and brand

04:41:11.000 --> 04:41:30.000
experiences, user testing and user zoom combined unlocking new ways
for companies to leverage our product strengths in exciting new.

04:41:30.000 --> 04:41:54.000
They!

04:41:54.000 --> 04:42:00.000
Alrighty friends! Welcome back! Welcome back from break! I hope
everyone had a nice little snack.

04:42:00.000 --> 04:42:04.000
If you are on the West Coast, maybe a little bit of lunch.

04:42:04.000 --> 04:42:05.000
I know I did. It was delicious also. It's been rainy.

04:42:05.000 --> 04:42:11.000
I had a little vitamin in depot. It's been very rainy today, and I
feel absolutely refreshed.

04:42:11.000 --> 04:42:16.000
So that is my single call out to vitamin D for the day. All right,
let's get right into it. Are you ready?

04:42:16.000 --> 04:42:22.000
What do you call a sick eagle, ready and illegal?

04:42:22.000 --> 04:42:23.000
You get the sick eagle like it's ill and illegal.

04:42:23.000 --> 04:42:28.000
Yeah, anyway. Husky ready to it. So as as my pleasure to introduce to
the main stage, Carl Turner.

04:42:28.000 --> 04:42:46.000
Carl Turner is a longtime chaos wrangler with a unique superpower
getting added late to dead high profile, enterprise-level projects,
and jumpstarting them. He has a deep knowledge of business process
modeling new product development data.

04:42:46.000 --> 04:42:57.000
Science, user research and Sdlc, broad knowledge of business strategy
and verticals, pharma rail banking, insurance and telecom. Carl, we
are so excited.

04:42:57.000 --> 04:43:09.000
Well, thank you very much, Miss Maria, and thank you for being and
bringing so much energy to these to between sessions. It's very much
appreciated.

04:43:09.000 --> 04:43:13.000
Oh, it's my honor and my pleasure! And that was very nice. So thank
you very much. I have a question.

04:43:13.000 --> 04:43:15.000
Do you have any slides to share?

04:43:15.000 --> 04:43:19.000
I do have slides to share. Would you like me to share the slides now?

04:43:19.000 --> 04:43:22.000
Yes, please. I want to make sure that you look your best and also your
slides.

04:43:22.000 --> 04:43:34.000
Look at the way they intend, and then I will hand it off to you to go
off to the races and you know, while we wait, I wanted to say, you
know the not all math puns are funny just some of them get it I was
inspired by the last talk.

04:43:34.000 --> 04:43:37.000
Oh, okay, I'll try to love that.

04:43:37.000 --> 04:43:44.000
All the math talk!

04:43:44.000 --> 04:43:52.000
Oh, boy, let's see, let's see how long as long as it takes for you to
pull up your slide this more jokes that I gotta tell.

04:43:52.000 --> 04:43:53.000
Okay.

04:43:53.000 --> 04:44:00.000
Are you ready? What kind of car does a sheep like any guesses you're
gonna love this Lamborghini?

04:44:00.000 --> 04:44:01.000
That's good.

04:44:01.000 --> 04:44:03.000
Oh, yeah. Oh, okay, let's see. Oh, here we go.

04:44:03.000 --> 04:44:10.000
Alright slides share screen. Here we go.

04:44:10.000 --> 04:44:13.000
Okay. I'm like, let's see, you can get one more joke out of me.

04:44:13.000 --> 04:44:17.000
We'll see. Tbd.

04:44:17.000 --> 04:44:22.000
You can do this. Okay, this is wonderful. Carl. Your slides are up.

04:44:22.000 --> 04:44:26.000
You look great. Take it away. I'll have to go find some more jokes for
later. Bye, for now!

04:44:26.000 --> 04:44:28.000
Thank you very much. Are we ready to go? Thanks.

04:44:28.000 --> 04:44:33.000
Yup! Take it away!

04:44:33.000 --> 04:44:40.000
Okay. Hi, Carl Turner here, talking about a project that is near and
dear to my heart.

04:44:40.000 --> 04:44:46.000
That project that I jumped on well into project life and managed to
get turned around.

04:44:46.000 --> 04:45:06.000
So before I get started, let me pose a scenario to you, you just
joined the new company, and have been added late to a project that has
been described to you as Enterprise level and the strategic direction
of the company for the coming 10 years, you learned that the project
has been going on for 4 months in an

04:45:06.000 --> 04:45:11.000
agile, and it's produced exactly 0 lines and usable code.

04:45:11.000 --> 04:45:24.000
So what would you do in the situation? Think about that? And come up
with a plan and see if your plan aligns with the plan that I came up
with eventually, in my experience.

04:45:24.000 --> 04:45:31.000
Frequently, when projects were late or delayed. It's not due to any
conduct on part of the project team itself.

04:45:31.000 --> 04:45:38.000
It's often due to organizational and cultural issues that the project
finds itself embedded in and I think organizational issues are best
identified and solved by people with our skills.

04:45:38.000 --> 04:45:57.000
User researchers using research techniques to find out what's up in
their organization.

04:45:57.000 --> 04:46:02.000
Hmm!

04:46:02.000 --> 04:46:07.000
So, yeah, this presentation has 3 sections, and we'll cover first
section notion of frameworks.

04:46:07.000 --> 04:46:16.000
We've already been talking about frameworks and lenses through which
we see our research in the presentations.

04:46:16.000 --> 04:46:26.000
Previously going to spend most of our time on the subject of modeling
organizations and culture, and finally, I'm going to present a case
study.

04:46:26.000 --> 04:46:39.000
Where our frameworks and research into organization culture was
successfully applied to solving problems in a project help get that
project going.

04:46:39.000 --> 04:46:45.000
Okay, frameworks. What are frameworks? I'm gonna talk about 4
frameworks listed here.

04:46:45.000 --> 04:47:02.000
And basically frameworks are way that we approach the data or the
information that we're given during the project, we could be a way
that we approach our relationships with our stakeholders and with our

team frameworks are important because they allow us to organize things efficiently and allow us to

04:47:02.000 --> 04:47:05.000
see miss.

04:47:05.000 --> 04:47:09.000
We'll take each of these frameworks in turn.

04:47:09.000 --> 04:47:20.000
So the first framework I'm going to talk about very briefly is an engagement so I like a lot of user researchers, coach approach my work as a and consultants basically have to do 3 things.

04:47:20.000 --> 04:47:41.000
They've got to analyze situations they've got to make recommendations for, and then foruade stakeholders to take action now, there's a lot of ways that you can approach a consulting engagement you can come in as an expert fly in drop a recommendation.

04:47:41.000 --> 04:47:47.000
And throw a Powerpoint slide over the wall, and hope that it persuades.

04:47:47.000 --> 04:48:03.000
Personally, I like to try to engage my stakeholders as co-creators and codescoverers, as the recommendations created, and form because, if you can do that, if your stakeholders see their ideas and their concerns reflected in your recommendations it makes persuasion

04:48:03.000 --> 04:48:11.000
so so much easier, and, as a matter of fact, person Guth, who is doing the next session, is, gonna take a deep dive into engagement.

04:48:11.000 --> 04:48:16.000
Theories of engagement and ways to engage stage holders effectively.

04:48:16.000 --> 04:48:22.000
So I won't have to do a great deal of talk on.

04:48:22.000 --> 04:48:24.000
So domains, so when I'm talking about domains I'm talking about a couple of things.

04:48:24.000 --> 04:48:32.000
One is the immediate domain, and one is the extended, the background domain, immediate domain is shown right here in 2 ways.

04:48:32.000 --> 04:48:41.000
If one of your domains is purely functional, that is, whatever area

that you're working in.

04:48:41.000 --> 04:49:01.000
In my case I was working on an it project this could apply to marketing or product or training, and then the other domain is the industry vertical that you're working in, whether it's pharma or finance or banking, or product or railroads or what have you those are what I call the

04:49:01.000 --> 04:49:09.000
immediate domains, and those are shown here. You can see the box in the middle that I elegantly labeled Automation project P.

04:49:09.000 --> 04:49:16.000
One. That's my immediate domain. Working on a project that's been prioritized and pushed through, and is now fully staffed.

04:49:16.000 --> 04:49:23.000
And then those circles at the bottom. Those are basically monitoring functions.

04:49:23.000 --> 04:49:27.000
Somebody is determined, or has determined what success looks like.

04:49:27.000 --> 04:49:35.000
For this particular project, and who gets call that? Who gets to name success or determine what success looks.

04:49:35.000 --> 04:49:41.000
Who gets to monitor and who gets to take corrective action is part of the extended domain.

04:49:41.000 --> 04:49:47.000
That's part of the organization's process for making sure projects get pushed through.

04:49:47.000 --> 04:49:54.000
In this case the efficiency and effectiveness of the project that I've been on up to its point after 4 months with the guys exactly 0 4 months expended 0 lines of code efficiency.

04:49:54.000 --> 04:50:02.000
0.

04:50:02.000 --> 04:50:13.000
Alright problem, solving, framework. I'm gonna just talk about this very briefly, when I'm thinking of situations or conditions or problems that have to be solved.

04:50:13.000 --> 04:50:18.000

I write things down very simply. I name the situation with some explanation to it.

04:50:18.000 --> 04:50:23.000
Talk about a task or think about a goal that has to be achieved in order to solve a problem.

04:50:23.000 --> 04:50:28.000
Actions taken, and the results of those actions which may go towards solving problem or satisfying a problem, or may result in for the chaos.

04:50:28.000 --> 04:50:42.000
In any case, I'm capturing those here in this format, and this is how I will present the situations or conditions that we go over.

04:50:42.000 --> 04:50:49.000
When I actually get to my case study. So start popping.

04:50:49.000 --> 04:50:57.000
Alright! So this is the fun stuff for me. So, modeling the organization and modeling culture.

04:50:57.000 --> 04:51:02.000
So in any organization, we have structures, we have functions.

04:51:02.000 --> 04:51:09.000
We have recording structures. We have reporting relationships. And your function is probably embedded in there somewhere.

04:51:09.000 --> 04:51:14.000
In my case, my organization's it. My vertical.

04:51:14.000 --> 04:51:27.000
In this case is clinical trials. Specifically genomic research, and the analysis genomic data, so that's my immediate, my immediate context.

04:51:27.000 --> 04:51:41.000
And on the left we've got some perspectives on organization organization, of course, has missions and goals which cascade down to your department, to your function, and also your project and hopefully, your project is aligned to those goals.

04:51:41.000 --> 04:51:51.000
We've got functional areas that actually carry out work and stakeholders that have to be contented with because they've got needs they've got requirements, and they've got reporting requirements back to them.

04:51:51.000 --> 04:51:55.000
So that's the organization. And I think we all get that.

04:51:55.000 --> 04:51:56.000
But culture is harder to get your arms around, and this is for me.

04:51:56.000 --> 04:51:57.000
It's both enjoyable, and it's something that needs to be done.

04:51:57.000 --> 04:52:16.000
And I can dive into it forever. Culture, and I'm taking this directly
from work by Edgar Shane in a classic book called Organization of
Culture and Leadership, which has seen about its fifth edition.

04:52:16.000 --> 04:52:20.000
Now. So, according to Shane, culture, could meet, studied at 3 levels
at the top level are the visible artifacts. Okay?

04:52:20.000 --> 04:52:28.000
So that's the organization structure of the reporting structures and
functions.

04:52:28.000 --> 04:52:44.000
There are posters that are posted on the wall that said, This is our
company's mission goals, so the things that you can see, and that's
the easiest part of doing research in the culture at the next level
are things that people talk about it's the way people describe the
company's

04:52:44.000 --> 04:53:04.000
goals and aims and aspirations and beliefs and the way things are done
way people talk about the company may also include things like
rationalizations, reasons for why things can't be done a certain way
or must be done a certain way, and they may for may not be congruent
with behavior and this is

04:53:04.000 --> 04:53:24.000
where things get interesting. According to Shane, the hardest thing to
uncover in any company's culture are the unstated assumptions that
people make about how things should be done, and you start to see
those things, when there's a difference between the way people talk
about what's what's done.

04:53:24.000 --> 04:53:37.000
At the company, and the way things are actually done these unconscious
beliefs and assumptions are very powerful because they control or
drive the way people behave, and frequently often without question.

04:53:37.000 --> 04:53:41.000
So people may have beliefs about the way things are done at this

company never challenged them, and you only find out about them later.

04:53:41.000 --> 04:54:07.000
If you step over some. So that's culture like I said, it can be very powerful determinant of how projects are gone and how you can proceed with respect to the recommendations you make and the way you actually persuade stakeholders to do things.

04:54:07.000 --> 04:54:10.000
Alright! So the first thing I did when I joined this project was just trying to find out who the players are.

04:54:10.000 --> 04:54:20.000
Just take a look at this for a minute. I'm not gonna read these bubbles, but go ahead and dive into this for a minute.

04:54:20.000 --> 04:54:28.000
I've got functional areas called out here in the ovals, and between them are relationships in the white.

04:54:28.000 --> 04:54:35.000
Those are the relationships between one area and another. We've got some handshake relationships.

04:54:35.000 --> 04:54:39.000
Those are functional areas that have to work together well in order to deliver value, client.

04:54:39.000 --> 04:54:49.000
And in 2 cases I've got some dotted red lines, and these were places where stakeholders within these functional areas are at office.

04:54:49.000 --> 04:54:56.000
And this is the kind of information that I needed right away, because it was going to form or influence the way that I did.

04:54:56.000 --> 04:55:10.000
My analysis, the way that I made recommendations, and also my ability to persuade.

04:55:10.000 --> 04:55:17.000
Okay, let's talk about a case study. These are 6 conditions, 6 situations.

04:55:17.000 --> 04:55:25.000
But I face during the progress of this project that had to be overcome or solved in order to move the project forward.

04:55:25.000 --> 04:55:33.000
In each case each in each situation has, and also a goal or a problem

to be solved.

04:55:33.000 --> 04:55:55.000
That situation got a timeline on here, and let's go through these with an eye towards understanding how important frameworks were to understanding each of these conditions or situations, and the influence of organization and culture on each.

04:55:55.000 --> 04:56:00.000
Alright! So here's our star framework our star problem, solving framework.

04:56:00.000 --> 04:56:07.000
And in many of the sections I've broken these down between information about the immediate domain.

04:56:07.000 --> 04:56:17.000
That is, it project within a gene sequencing company and the extended domain, or the organization and the cultural influences on this particular aspect of the project.

04:56:17.000 --> 04:56:26.000
So first thing do that project. Why is this project dead? The most relevant thing about this is that I know right away.

04:56:26.000 --> 04:56:36.000
Is the project team is not engaged. So first first meetings everybody is checked out.

04:56:36.000 --> 04:56:43.000
Nobody's trying to solve anything. Culturally, it was interesting because this was described to me as the first cross functional project in the company's history.

04:56:43.000 --> 04:56:58.000
So people talked a lot about importance of cross functional project, but in reality people on the project were simply reporting back to management in their particular silo.

04:56:58.000 --> 04:57:04.000
And we're not talking to one another. So right away, unconscious assumption is you're team.

04:57:04.000 --> 04:57:15.000
Are the people that come from your come from your functional area, not the project team.

04:57:15.000 --> 04:57:16.000
Alright. Next thing I noticed very quickly was the lack of management, support.

04:57:16.000 --> 04:57:26.000
The lack of management engagement. So is a business analyst and
several other business analysts.

04:57:26.000 --> 04:57:44.000
We're invited to take part in what they call business alignment
meetings, and these meetings for the heads of the functional areas and
the meetings were basically just arguments or disagreements about how
to move things forward and what this project should be 4 so I wrote my
fellow business

04:57:44.000 --> 04:57:55.000
analyst into doing a thing. So we volunteered to take meeting minutes
in these meetings, and everybody thought was great, because that's
what business animals do, right?

04:57:55.000 --> 04:57:58.000
Go into meetings, and taking, but we also did something else.

04:57:58.000 --> 04:58:15.000
We also started taking action items and putting directors names on
these action items so that when somebody had a fantastic idea for the
rest of the group, we would put that managers and on that access item
and then follow it up in the following meeting and this reduced a lot
of the flack and a

04:58:15.000 --> 04:58:36.000
lot of the arguments and just getting the the meetings themselves
organized, reduced, arguing still didn't get a lot of engagement, but
it sort of pointed to management in the direction of something that we
would need down down the road, and that is engagement, and support
also

04:58:36.000 --> 04:58:43.000
good one of the things that I go that I always want to know when I go
into a project is, find out who's really on the hook to see this done.

04:58:43.000 --> 04:58:50.000
Who's going to feel the pain if the project dies and in this case it
was the project's official sponsor.

04:58:50.000 --> 04:58:51.000
The head of the Bioinformatics group. Who's workers whose Phd.

04:58:51.000 --> 04:58:58.000
Researchers were going to receive the output of this project, and
needed it to do that.

04:58:58.000 --> 04:59:04.000

So he was. He was the one feeling, the pain and he was the one that I talked to his birthday.

04:59:04.000 --> 04:59:10.000
Also among project team members. I was looking for people who were engaged enough to try to solve problems.

04:59:10.000 --> 04:59:14.000
I found it in the guy who had been hired as a user so that's what I've got. I've got another problem Solver.

04:59:14.000 --> 04:59:21.000
And I've got a sponsor at this point.

04:59:21.000 --> 04:59:25.000
Alright next problem. This project has been going on for 4 months.

04:59:25.000 --> 04:59:33.000
It's a it's a it's been described as a large enterprise-level project that's going to allow processing of biological specimens from beginning to end.

04:59:33.000 --> 04:59:37.000
That is a vial blood or a nasal swab comes in the back door.

04:59:37.000 --> 04:59:46.000
It's processed in the lab. It's gene sequenced and analyzed on the backend.

04:59:46.000 --> 04:59:53.000
No analysis or design. It's been done for the system, but managers are asking for user storage.

04:59:53.000 --> 05:00:17.000
So this, this was very problematic, and let me know that the people in charge will get an understand the scope of the work, that so what I did was get together with my Ui developer and also a subject matter expert who is a genuine subject matter expert in genomics research a Phd with years of post doc

05:00:17.000 --> 05:00:30.000
experience the domain. Talk to me about how to start with this project together.

05:00:30.000 --> 05:00:36.000
Next problem software design and bioinformatics have very little overlap.

05:00:36.000 --> 05:00:42.000
So we've got people on this project team who are good developers, and

they're and they're good at building software.

05:00:42.000 --> 05:00:51.000
But they don't know anything about the subject of I didn't know
anything about the subject of the notes, and listening to our subject
matter. Expert.

05:00:51.000 --> 05:01:01.000
Our Phd researcher talk. We all could understand that words coming out
were English, but none of us understood what any of the stuff meant.

05:01:01.000 --> 05:01:04.000
So way to approach. This was, I sat down with my subject matter,
expert and my it developer started to do.

05:01:04.000 --> 05:01:18.000
Business process flows and put together these lengthy end-to-end
business process flows each process box being converted into a user
story.

05:01:18.000 --> 05:01:23.000
So now I had something I could put up on display on the wall and have
our subject matter expert.

05:01:23.000 --> 05:01:29.000
Slowly walk us through this long, painful process of getting
biological samples, human DNA or Viral Rna.

05:01:29.000 --> 05:01:37.000
Sequenced and analyze.

05:01:37.000 --> 05:01:42.000
The software engineering process that we've been handed. No one
understood that as well.

05:01:42.000 --> 05:01:48.000
So I changed things like converted to a simple style.

05:01:48.000 --> 05:01:52.000
What works, items on a board to do in process and done.

05:01:52.000 --> 05:02:04.000
And that's how we track progress. Internally. This point teams still
not fully engaged, but at least we have a bit of a way forward.

05:02:04.000 --> 05:02:09.000
Alright! So time passes, and we deliver our first part of the system.

05:02:09.000 --> 05:02:23.000
This was really exciting for the team, and the stakeholders, because

it's the first time they've actually seen something from the team it
was a simple web Ui table of the specimens as they're being sequenced
on one gene sequencing instrument.

05:02:23.000 --> 05:02:30.000
So you can actually track the progress as a biological sample is
sequence.

05:02:30.000 --> 05:02:39.000
Yeah, at the end of this end of this, as may scrum teams, do we go
through a process of inspection and retrospective?

05:02:39.000 --> 05:02:55.000
My case. I'm running this as an after action review that generates
lots of improvements internally for things that we need to do it to
improve our own effect.

05:02:55.000 --> 05:03:03.000
And this was really the turning point of the project. So I took a
couple of the action items and facilitated sessions with others.

05:03:03.000 --> 05:03:04.000
But the people on the team themselves took the remainder of the action
item.

05:03:04.000 --> 05:03:10.000
S, at 4 action items and started facilitating meetings themselves.

05:03:10.000 --> 05:03:15.000
And this was extremely exciting to me, because I was starting to push
the and the meeting aspects of everything that we're doing out to the
project team.

05:03:15.000 --> 05:03:25.000
And at this point the team realized that they weren't charge of their
own process and they could get worked on.

05:03:25.000 --> 05:03:36.000
And at this point the team is in.

05:03:36.000 --> 05:03:43.000
Okay. So one of the things I forgot to mention at the beginning is my
project is a giant integration project.

05:03:43.000 --> 05:03:46.000
So we're running in a natural fashion. But we've got tons of
dependencies everywhere.

05:03:46.000 --> 05:04:02.000
We actually have to integrate our system with several other systems

and we're having difficulty doing that because those team members and those projects that we had to work with were pretty much the same boat we had.

05:04:02.000 --> 05:04:03.000
That is there. People didn't understand the domain they're trying to build software.

05:04:03.000 --> 05:04:11.000
In a gene sequencing domain that they don't have a background for.

05:04:11.000 --> 05:04:17.000
So what we did was start assignning people on our project to go start attending other teams, meetings.

05:04:17.000 --> 05:04:23.000
So when they talked about solution, they had somebody in there who was already experienced it to work.

05:04:23.000 --> 05:04:25.000
Delegating solutions and the other project teams started to see our team in particular.

05:04:25.000 --> 05:04:40.000
The person that I say designated as a as a solution, or somebody who could really break solutions and bring ideas and that's how we started to get our integrations together.

05:04:40.000 --> 05:04:41.000
So the other team started to get engaged. They started to see a way forward, started to see our team.

05:04:41.000 --> 05:04:54.000
The sort of out in front and a leader for their team still don't have solve the problem of engagement amongst our management stakeholders.

05:04:54.000 --> 05:05:00.000
So this was very much a grassroots thing. It was.

05:05:00.000 --> 05:05:09.000
Our tech leads, working with their tech leads to get the work done, and then simply reporting status. Later on.

05:05:09.000 --> 05:05:15.000
Alright, so? How do you visualize context? So this was a hard thing for me.

05:05:15.000 --> 05:05:19.000
So I have worked with lots and lots of modeling back down.

05:05:19.000 --> 05:05:27.000
So I get business process modeling notation 2 point O, and after value stream mapping and customer journey, mapping the service, running.

05:05:27.000 --> 05:05:31.000
And all this stuff well, one of the things that I've never found out or figured out is how to model the effects.

05:05:31.000 --> 05:05:39.000
These soft defects, organization and culture on a project performance.

05:05:39.000 --> 05:05:40.000
I just didn't have a way to do that until I came across Sa systems methodology.

05:05:40.000 --> 05:06:04.000
And this is by checkl and shoals. So this was interesting to me, and very necessary for me at this point, because working in this framework allows me to model soft influences on a project in a way that I'd never been able to do before.

05:06:04.000 --> 05:06:10.000
This is typically done or used by the authors in their consulting practices.

05:06:10.000 --> 05:06:21.000
They're going into, say, public service or public service operations in Great Britain and they're using it as a facilitation technique.

05:06:21.000 --> 05:06:27.000
I wasn't doing that exactly, and I'll explain what I had dude in my own particular instance.

05:06:27.000 --> 05:06:36.000
In just a moment. So let's take a look at sauce systems, methodology.

05:06:36.000 --> 05:06:45.000
So here's a diagram that I put together after the fact like I said, this is really a facilitation technique, and the authors recommend going in and using this to engage with stakeholders.

05:06:45.000 --> 05:07:10.000
And engage with constituents, and start to work from the outside in that is, understanding these things like staffing, support who your constituents are, understanding the values and the norms and the roles played by the various constituents, and so on, and then working your way into a design for a system.

05:07:10.000 --> 05:07:15.000
that would serve the public good. I did this, yeah, completely back

backwards.

05:07:15.000 --> 05:07:16.000
You can see me there right in the middle of the automation project. P.

05:07:16.000 --> 05:07:25.000
One, and having to integrate with all of these other projects to produce a future.

05:07:25.000 --> 05:07:30.000
And I worked out and actually brought this modeling technique in after the fact I didn't have it as I was doing.

05:07:30.000 --> 05:07:41.000
My! It was only later that I produced this but take a look at some of the things the immediate domain is.

05:07:41.000 --> 05:07:47.000
There is their model right in the middle. It's in within the dotted oval.

05:07:47.000 --> 05:07:52.000
All of the things I've been talking about in terms of relationships between functions and what they have to produce and what the outputs are.

05:07:52.000 --> 05:07:58.000
And then my work as somebody who's trying to understand organization and culture.

05:07:58.000 --> 05:08:07.000
I'm working on the outside of this dotted line fact, I'm working both inside and outside, and I'm trying to understand the different points of view are the norms and behaviors in different functional areas.

05:08:07.000 --> 05:08:15.000
And actually found differences between the scientific side. The genomic side and the software.

05:08:15.000 --> 05:08:22.000
And it side and I'm trying to understand what we have in terms of resources available to us and what we don't have.

05:08:22.000 --> 05:08:25.000
So we didn't have a technical team had to go out and get a technical lead.

05:08:25.000 --> 05:08:29.000
We didn't have a user researcher or Ui designer.

05:08:29.000 --> 05:08:36.000
I mean, I've done the work for. So I had to do that, and trying to
understand sort of those cultural influences that's at the lower left
hand side.

05:08:36.000 --> 05:08:43.000
So if you look at some of those findings I was trying to figure out,
for instance, how do people make decisions here?

05:08:43.000 --> 05:08:46.000
And I found out it's basically for trading. People get into a room.

05:08:46.000 --> 05:08:57.000
They are, and they withhold support until they get what they want, and
sort of move forward so that's a big picture view based on software
systems, methodology was a way for me to illustrate and be able to
visualize these things that exist.

05:08:57.000 --> 05:09:06.000
Shane is talking about in terms of cultural influence on projects so
quick recap.

05:09:06.000 --> 05:09:14.000
This is a case study of a strategic enterprise level it project that
was stalled due to organizational and cultural issues.

05:09:14.000 --> 05:09:18.000
The project had overcome a lot of organizational issues simply to move
forward.

05:09:18.000 --> 05:09:27.000
So some takeaways, you need the right team. You need to select and
find your technical leads or your project management leads and you
need to solve the engagement problem.

05:09:27.000 --> 05:09:48.000
That was the biggest problem that had we solved, I had to solve an
engagement problem with the sponsor first, then, like 14, and then the
project team and finally the external teams problem I never saw was
the engagement with the project man program management team we worked
because our project team

05:09:48.000 --> 05:10:07.000
got together, and we talked on the role of integrators with other
platforms if you're interested in research on organizations and how to
use that research in order to push a research program forward a day
for his workshop on March thirtieth process in detail, goes does a
deep Dive

05:10:07.000 --> 05:10:22.000

there. So finally, quite a few familiar research techniques and frameworks for their stranding and solving orders, frameworks and processes that you may already be familiar with, I get that.

05:10:22.000 --> 05:10:35.000
And the project was able to deliver a complex application. That right now is positioning the company for success, and I thank you for your attention.

05:10:35.000 --> 05:10:40.000
Just like magic. That was amazing. Alrighty, you've got just 3 min, so we're gonna dive right into the questions.

05:10:40.000 --> 05:10:44.000
The first questions from Thea on a more macro level.

05:10:44.000 --> 05:10:52.000
How would you tackle a company culture that just doesn't see this kind of strategy as the lane for researcher, even a research leader.

05:10:52.000 --> 05:10:59.000
This was very much my situation, so I, our first day we had a talk by Dr.

05:10:59.000 --> 05:11:12.000
Norman. We talked about having to go in and implement and got recruited to do a thing that is her research project, and found that she had to turn around and try to solve organizational problems just in order to move forward.

05:11:12.000 --> 05:11:19.000
So it's almost like taking on a second job and a job, in fact, that a lot of people don't even recognize that you're doing.

05:11:19.000 --> 05:11:20.000
And that was the situation. Here. I was doing this on the slide. In many cases.

05:11:20.000 --> 05:11:28.000
Not the best way to go, but so what I had to do.

05:11:28.000 --> 05:11:31.000
Yeah, you worked with what you had. I think that's awesome.

05:11:31.000 --> 05:11:32.000
Okay, we'll close it out with this question from Donald.

05:11:32.000 --> 05:11:42.000
I wonder about how you figure out how much time to spend on each step in the star process.

05:11:42.000 --> 05:11:43.000
Yeah.

05:11:43.000 --> 05:11:49.000
How much time to spend on each step!

05:11:49.000 --> 05:11:53.000
So that there's a lot of ways to go with that.

05:11:53.000 --> 05:11:59.000
Sometimes the problem is obvious, like problem with a team that is not engaged.

05:11:59.000 --> 05:12:00.000
I knew that from like day one so I could, I could set the situation.

05:12:00.000 --> 05:12:10.000
I could set the goal, but the task part it just took, and the results were mixed.

05:12:10.000 --> 05:12:11.000
Yeah.

05:12:11.000 --> 05:12:17.000
So sometimes the situation is not obvious, so I don't actually set an amount of time.

05:12:17.000 --> 05:12:28.000
Sometimes, and sometimes I understand a situation, but can't deal with sometimes you just have to do what you can and come back to it.

05:12:28.000 --> 05:12:37.000
But the hard part is, how much time do you spend actually trying to analyze the culture and how much time do you spend in your day job?

05:12:37.000 --> 05:12:38.000
Yeah.

05:12:38.000 --> 05:12:42.000
That's really a hard thing to satisfy, because you got 2 different audiences for that.

05:12:42.000 --> 05:12:47.000
Yeah, oh, it's such a great point. Thank you so much, Carl, for now those are all the questions.

05:12:47.000 --> 05:12:50.000
But you're getting a lot of positive affirmation in the chat.

05:12:50.000 --> 05:12:52.000
A lot of people quoting you from throughout your presentation.

05:12:52.000 --> 05:12:59.000
A lot of applause for you, your presentation is very well received,
Carl, and like I will say, it's like magic.

05:12:59.000 --> 05:13:02.000
1, 2, 3, project unstop. Really, thank you so much for your time
today.

05:13:02.000 --> 05:13:04.000
And thank you, Brian.

05:13:04.000 --> 05:13:08.000
Of course, already, friends. So we're going into a break.

05:13:08.000 --> 05:13:11.000
We're gonna be back here in 10 min. At 1240.

05:13:11.000 --> 05:13:16.000
If you're on the West Coast I will see you all there, and if you're on
time there might even be a joke waiting for you already.

05:13:16.000 --> 05:13:20.000
Friends see you in 10 min.

05:13:20.000 --> 05:13:26.000
For a taste of your whisk. I'll give you some advice.

05:13:26.000 --> 05:13:32.000
So I handed him my, and he drank down my last wall.

05:13:32.000 --> 05:13:43.000
Then he bombed the and ask me for relax, and the night got death
required, and his face lost all expression.

05:13:43.000 --> 05:13:48.000
If you're gonna play the game boy, you gotta learn to play the right.

05:13:48.000 --> 05:13:52.000
You got to know. Went to home, know when to fold up.

05:13:52.000 --> 05:14:04.000
Know when the walk away, know when to run. You never count your money
when you're sitting at the table.

05:14:04.000 --> 05:14:11.000
There'll be time enough to count when the deal is done.

05:14:11.000 --> 05:14:15.000
And.

05:14:15.000 --> 05:14:31.000
Every gambler knows the secret to surviving, knowing what to throw
away the wind, what to keep, because every hand's a winner, and every
hand a loser.

05:14:31.000 --> 05:14:37.000
The best that you can hope for is to die in your sleep.

05:14:37.000 --> 05:14:43.000
And Winnie finished speaking he turned back toward the window.

05:14:43.000 --> 05:14:48.000
Crushed out a cigarette, feeding it off to sleep.

05:14:48.000 --> 05:14:59.000
And somewhere in the darkness the gambler he broke even, but in his
final words I found an ace that I could keep.

05:14:59.000 --> 05:15:08.000
You got no the home know when to fold, know when to walk away.

05:15:08.000 --> 05:15:22.000
Know when to run. You never count your money when you're sitting at
the table, there'll be time enough to count when the D runs done.

05:15:22.000 --> 05:15:33.000
You got the hole, the wind walk away, and no wind to walk away, and no
when to run.

05:15:33.000 --> 05:15:41.000
You never count your when you're sitting at the table, there'll be
time enough, count.

05:15:41.000 --> 05:15:50.000
When the dealing's done, you got to know know when to fold.

05:15:50.000 --> 05:15:59.000
No to walk away, know when to run. You never have your when you're
sitting at the table.

05:15:59.000 --> 05:16:16.000
There'll be time enough to count when the.

05:16:16.000 --> 05:16:22.000
Down need to.

05:16:22.000 --> 05:16:30.000

I know your partner.

05:16:30.000 --> 05:16:35.000
Hello! I. Mexico!

05:16:35.000 --> 05:16:49.000
No, the good morning.

05:16:49.000 --> 05:17:02.000
News I need of how the news I need.

05:17:02.000 --> 05:17:14.000
The and I've got nothing to do today down here.

05:17:14.000 --> 05:17:21.000
The only.

05:17:21.000 --> 05:17:41.000
Have a tongue. We don't know you.

05:17:41.000 --> 05:18:04.000
Now!

05:18:04.000 --> 05:18:12.000
We don't know when we don't.

05:18:12.000 --> 05:18:19.000
Something.

05:18:19.000 --> 05:18:23.000
To fly!

05:18:23.000 --> 05:18:29.000
The your own Sty shine, show show!

05:18:29.000 --> 05:18:40.000
On so me!

05:18:40.000 --> 05:18:50.000
The only.

05:18:50.000 --> 05:19:00.000
You!

05:19:00.000 --> 05:19:30.000
The.

05:19:54.000 --> 05:20:21.000
A!

05:20:21.000 --> 05:20:26.000
And.

05:20:26.000 --> 05:20:43.000
I've got got the sun in the sky. Hold on, yeah, I'll win now.

05:20:43.000 --> 05:20:48.000
Sometimes I lose, I've been battered, but I never booze.

05:20:48.000 --> 05:20:59.000
It's not so bad, and I say every day, and it's all your state of mind.

05:20:59.000 --> 05:21:10.000
At the end of the day. You've just got to say.

05:21:10.000 --> 05:21:17.000
The corner. What keeps her from?

05:21:17.000 --> 05:21:25.000
That I'm say what they want. She won't stop trying.

05:21:25.000 --> 05:21:35.000
She knocks the ball, we push her out. She might fall, but she'll never lie down it's not so bad.

05:21:35.000 --> 05:21:52.000
And I say, days, days at the just got to sit.

05:21:52.000 --> 05:22:13.000
Words of love. Get some light.

05:22:13.000 --> 05:22:20.000
In this life there's always some soul.

05:22:20.000 --> 05:22:27.000
And it's a double edge knife, but there's always tomorrow.

05:22:27.000 --> 05:22:34.000
It's you now if you sing or swim, just keep the brain out of your ship.

05:22:34.000 --> 05:22:43.000
It's not so bad. The cannot say where days just. Lord!

05:22:43.000 --> 05:22:53.000
Every day, and it's all your and the extraordinary day, and it's all your state of mind.

05:22:53.000 --> 05:23:05.000
Happy end of the day. You just got to say.

05:23:05.000 --> 05:23:08.000
So light itself.

05:23:08.000 --> 05:23:21.000
I've got. There's now almost around me.

05:23:21.000 --> 05:23:24.000
Alright tea! Welcome back! Welcome back! If you are on time.

05:23:24.000 --> 05:23:31.000
I have a question for you. What do you call a man who has finished
digging oh, you're gonna love this!

05:23:31.000 --> 05:23:34.000
Oh, you're gonna love this! Are you ready, Doug?

05:23:34.000 --> 05:23:39.000
Get it. Cause, like Doug is a name, and Doug is the pastense of dig.

05:23:39.000 --> 05:23:40.000
Yeah, you get it alrighty. Let's dive into our next speaker.

05:23:40.000 --> 05:23:47.000
It's my honor. To introduce to the stays Christian Goop Kristen.

05:23:47.000 --> 05:23:48.000
Ruth is a senior user experience. Researcher at Snowflake,
Incorporated.

05:23:48.000 --> 05:23:58.000
Kristin is a social scientist research leader, focused on change at
the intersections of strategy technology, innovation in the digital
space.

05:23:58.000 --> 05:24:04.000
Kristin's research has been published in journals such as Ethnography,
Proxis in Industry Conference, Epic.

05:24:04.000 --> 05:24:08.000
I get it. Ethnographic practice in Industry Conference.

05:24:08.000 --> 05:24:10.000
It's an acronym epic and social media and society.

05:24:10.000 --> 05:24:18.000
Kristin? Welcome to mainstay. We are so excited to have you to I guess
the penultimate presentation of T of Tuesday.

05:24:18.000 --> 05:24:21.000

All all these? What are the words I'm looking for?

05:24:21.000 --> 05:24:22.000
Not pronounced. What is it? Syllables?

05:24:22.000 --> 05:24:32.000
Anyway. Hi Kristen, you look great.

05:24:32.000 --> 05:24:33.000
No, Kristin, I can't hear. Okay.

05:24:33.000 --> 05:24:38.000
Yes, thank you so much for that introduction. I loved this song
before.

05:24:38.000 --> 05:24:41.000
If anybody knew that was great, they see who I'd love.

05:24:41.000 --> 05:24:45.000
It's a great band. Well, thank you so much, Brea, for that
introduction.

05:24:45.000 --> 05:24:51.000
Hi es Brya said, I'm Kristin Guth. I'm a social scientist and senior
user researcher at Snowflake.

05:24:51.000 --> 05:24:53.000
I will start to you with with you today, about out of the fog.

05:24:53.000 --> 05:25:01.000
A non-traditional research approach to alignment.

05:25:01.000 --> 05:25:05.000
So as researchers, we have an opportunity to drive alignment in our
organizations.

05:25:05.000 --> 05:25:16.000
You've already heard from Anne Mammogani about how to do this in
generative workshops, and Carl Thomas just talked about re aligning
teams to resuscitate dead projects.

05:25:16.000 --> 05:25:20.000
I'm gonna provide a tool for realigning teams to provide context to
this tool.

05:25:20.000 --> 05:25:30.000
I will also review the 2 ways we factors in organizational growth
stages and introduce a concept of grinding momentum.

05:25:30.000 --> 05:25:35.000

Have you ever heard any of these we don't have time for research.

05:25:35.000 --> 05:25:38.000
We're not sure of the problem where it's addressing.

05:25:38.000 --> 05:25:52.000
We have tried this approach before, but it hasn't worked, and past product launches have sometimes felt like this where the plan is buttoned up and the launch doesn't really go.

05:25:52.000 --> 05:25:55.000
According to what was envisioned on the right, to say the least.

05:25:55.000 --> 05:26:00.000
Sometimes researchers and our stakeholders can feel misaligned.

05:26:00.000 --> 05:26:06.000
I wanna share with you today? Why, I think that is, and the method I've used to get us back on track.

05:26:06.000 --> 05:26:12.000
It's called the fog method, and it stands for facts, opinions, and guesses.

05:26:12.000 --> 05:26:18.000
You can perform this facilitation as a at a team level or a company level, we'll come back to that first.

05:26:18.000 --> 05:26:19.000
I want to provide some grounding, and why the fog session is necessary, and it starts with Daniel.

05:26:19.000 --> 05:26:26.000
Kahneman's book, thinking fast and slow.

05:26:26.000 --> 05:26:45.000
When I reflect on what I see in the research industry, research is often positioned as slow and a cost center, especially in the language of lean product playbooks and lean ux it's why we this see the development of programs that are named rapid research as if research has to be hastened through the entire

05:26:45.000 --> 05:26:47.000
process to be valuable. In reality, research actually helps velocity and move faster.

05:26:47.000 --> 05:26:59.000
Shipment in product, slowing down with research can help us move faster overall.

05:26:59.000 --> 05:27:11.000
Now onto the ways we think and how that can impact our pace of
thinking Kahneman in his book outlines that we all have a sense of
intuition when it comes to how we approach our research work in
psychology.

05:27:11.000 --> 05:27:30.000
The intuitive thinking process is the fast automatic, frequent
emotional, stereotypic, and unconscious way that our brains form
thoughts this is your gut sense, and this cognitive operation is
called system, one the definition of intuition is knowing without
knowing how you know I just

05:27:30.000 --> 05:27:37.000
know it. Our intuition helps us define patterns or conclusions based
on our perceptions.

05:27:37.000 --> 05:27:46.000
Kahneman suggests a slightly better definition in thinking that you
know, without knowing why you do so.

05:27:46.000 --> 05:27:50.000
If I asked you, why do you think that you might not be able to
describe?

05:27:50.000 --> 05:28:03.000
Why this slight change in definition is provocative, because it adds a
dimension of human error even for experts in our gut decision making
intuition can be wrong, or it can be right wrong.

05:28:03.000 --> 05:28:13.000
Decisions are generated automatically with high confidence, because
inaccurate cues, heuristics, or biases, especially in uncertain
contexts, to trust your expert intuition.

05:28:13.000 --> 05:28:25.000
There are 3 conditions of context to be met regularity, for instance,
assessing the mood of our partner or our spouse, but not the stock
market.

05:28:25.000 --> 05:28:35.000
Lots of practice in the context, like, you know, rehearsing for a
performance immediate feedback about whether you guessed right or
wrong.

05:28:35.000 --> 05:28:39.000
With these 3 conditions, all satisfied, Kahneman explains.

05:28:39.000 --> 05:28:54.000
Only then can you develop expert intuition, which means you can

perform regularly on how your intuition might predict what was gonna happen now that we've reviewed system one in it, the intuitive way of thinking, we can review it's complement system.

05:28:54.000 --> 05:29:13.000
Too. We all also think analytically. This system to cognition process is slow, effortful, infrequent, logical, calculating, and conscious in human decision, making cognition system 2 is more analytical, deliverberate, and rational it requires us to reconsider our gut feeling.

05:29:13.000 --> 05:29:26.000
By piercing, by piecing together a judgment based on the labor of reviewing additional information through past learning and experience.

05:29:26.000 --> 05:29:33.000
This process is cognitively demanding, but likely to lead to better, though not necessarily perfect decisions.

05:29:33.000 --> 05:29:46.000
The analytical process engages when we confront in certainty, complexity, or outcomes with little room for error, where we have the advantage of time to.

05:29:46.000 --> 05:30:04.000
In our brains. These systems cannot be and are not relied upon alone, and function complementarily, because of the potential errors they face in system one, our expert intuition can be subject to distracting cues or biases resulting in errors of judgment in system, 2 or analytical

05:30:04.000 --> 05:30:21.000
thinking we can slow down action processes and lead to poor performance, because we've missed the timing regardless our brains use both of these systems to make decisions in our daily lives and the balance with which we rely on intuitive or analytical thinking depends on the choice presented now when

05:30:21.000 --> 05:30:32.000
we think about this individual level framework at the organizational level, something shifts in terms of how we balance, shared intuition and shared analytical thinking.

05:30:32.000 --> 05:30:40.000
I'd like to present my framework about how organizations evolve with decision making by adding departments over time.

05:30:40.000 --> 05:30:56.000
So an organization's approach to decision making often, though not always, matures through 3 sequential phases of information processing,

with the addition of these departments, first comes product or service intuition on the product management department.

05:30:56.000 --> 05:30:59.000
This is all. All businesses start. It's the idea.

05:30:59.000 --> 05:31:07.000
This relies on what the founder or the product team believes is a central value proposition and informs decision-making from there.

05:31:07.000 --> 05:31:14.000
Knowledge of an industry, understanding, competitive players discovering a niche, need experience a plan for innovation.

05:31:14.000 --> 05:31:35.000
All of these contribute to intuitive thinking about how to build an organization, to design and deliver a valuable experience to willing buyers, data to scan the environment as the company starts recognizing market interest, it might add data, telemetry or sales metrics, with those departments to passively collect information

05:31:35.000 --> 05:31:41.000
and understand how their product or service provs on its goals beyond intuition.

05:31:41.000 --> 05:31:45.000
So we're no longer guessing we're looking at numbers, dollars, etc.

05:31:45.000 --> 05:31:58.000
These numbers help identify what is happening and potential operational strategies to improve it serves as an environmental scanner and can help establish recognizable patterns.

05:31:58.000 --> 05:32:08.000
Basic data collection is a step toward analytical thinking, but only provides insight into what is happening, not how or why.

05:32:08.000 --> 05:32:13.000
Finally, a company will add the R. And and invest in a research team.

05:32:13.000 --> 05:32:23.000
Research is the most expensive partner in developed, because in development, it's it involves actively collecting data and analyzing that data to inform.

05:32:23.000 --> 05:32:33.000
Usually research has brought in to refine a product or service at a deeper level, because intuition and watching the numbers aren't explaining how or why, which are vital.

05:32:33.000 --> 05:32:41.000
Next steps to understand and sustain growth, research is the most
analytical of information processing, because it also involves active
knowledge.

05:32:41.000 --> 05:32:59.000
Generation. Now, I want you to think, does your do you perceive your
product or cross-functional teams to rely more on intuitive thinking
or analytical thinking?

05:32:59.000 --> 05:33:16.000
Most likely it's intuitive thinking it looks like intuitive thinking,
anyway, according to Kahneman, we are fundamentally overconfident and
jumped to conclusions as well as complete, coherent story stories to
create impressions interpretations this is why personas are seen as

05:33:16.000 --> 05:33:22.000
contentious when they embody more intuitive than analytical narrative.

05:33:22.000 --> 05:33:27.000
We misunderstand situations spontaneously and automatically.

05:33:27.000 --> 05:33:37.000
Now I'm gonna turn it on us. Is your research team perceived by others
to support intuitive thinking or analytical thinking.

05:33:37.000 --> 05:33:48.000
Let me give you a hint. We have all heard of Ann analysis paralysis
match the traditional argument against research as a blocker.

05:33:48.000 --> 05:33:56.000
You'll find that our collaboration partners often think their research
may be too analytical and not intuitive or fast enough.

05:33:56.000 --> 05:34:14.000
These processes of thinking are not either, or when we use them as
individuals, but as soon as we are in team settings, intuitive and
analytical thinking, you're often considered mutually exclusive when
really we utilize them both to make decisions around product in
business settings org designed for design design

05:34:14.000 --> 05:34:25.000
org's author, Peter Mayor Holtz, explains with this diagram how
organizational units and departments function in the process of
creative work and product development.

05:34:25.000 --> 05:34:30.000
Mayor Holt argues that neither one is exclusively this or that, but
here's the irony.

05:34:30.000 --> 05:34:36.000
Research has likely been added to your organization later in the
process to help with analytical decision-making.

05:34:36.000 --> 05:34:49.000
But perceived as intuitive, perhaps because the functions expertise is
the least understood on the business side, even though research is
both analytical and intuitive, it is perceived sometimes exclusively
as intuitive.

05:34:49.000 --> 05:35:05.000
Therein lies the danger of research being dismissed as not enough for
decision making or alignment. So it's up to us as researchers to
figure out how to create alignment and be seen as valuable in
decision-making.

05:35:05.000 --> 05:35:16.000
Organizations can get caught in a decision making loop, applying the
same approach to novel context, we have all been caught in the loop
personally or professionally, with others, or alone.

05:35:16.000 --> 05:35:29.000
When we base our decisions on past experiences, automatic ways of
taking action or emotional and gut feeling choices in an
organizational context, this can look like a fast-moving startup
company where resources have been made available.

05:35:29.000 --> 05:35:34.000
The pressure is on, and delivery expectations from the C-suite and
leadership are intense.

05:35:34.000 --> 05:35:42.000
There have been past attempts on this product that have failed with
prior teams past the tenants have not had enough time or investment in
analytical thinking.

05:35:42.000 --> 05:35:48.000
A bias toward action obscures potential intuitive pitfalls like
overcomfidence assumptions, undergird core tenets of why a product
strategy is formulated.

05:35:48.000 --> 05:36:00.000
The way it is this loop in the organization is to launch another
product and rely on gut feeling.

05:36:00.000 --> 05:36:04.000
And sometimes dismiss opportunities for learning from prior mistakes.

05:36:04.000 --> 05:36:13.000
However, the irregularity of the context, lack of practice from a new

team and small window for feedback suggest a hybrid potential for failure.

05:36:13.000 --> 05:36:21.000
This can be your classic startup problem or it's a large company that has established audatic processes.

05:36:21.000 --> 05:36:27.000
The problem has been explored and acted upon with intuition in the past, but also not met with success.

05:36:27.000 --> 05:36:34.000
Lack of intuitive success in this domain, because it's notvel from others that have yielded returns in the past as a gender decision.

05:36:34.000 --> 05:36:44.000
Paralysis. This loop in the organization is to apply the same processes that have worked before to a new context.

05:36:44.000 --> 05:37:03.000
This can be your classic legacy company problem, and either one of these situations the company has a great idea, but is not equipped with the tools to move successfully toward its goals, and in these cases the turning point was to include research for additional support in analytical thinking when expert intuition and available

05:37:03.000 --> 05:37:08.000
data, had not resulted in expected outcomes. What's driving these choices in team settings?

05:37:08.000 --> 05:37:24.000
I'd like to introduce the definition of a mechanism that pushes the speed of decision making that I've observed grinding momentum is a shared mental model that drives forward decision-making on a team due to perceived pressure's timelines or expectations there's

05:37:24.000 --> 05:37:34.000
a need for speed to move decision, making forward without the necessary shared foundationational research, knowledge due to product delivery timelines, timelines, or expectations.

05:37:34.000 --> 05:37:35.000
When this mechanism is in play, teams feel short on resource.

05:37:35.000 --> 05:37:48.000
Essential to inform decision making. They may be in a new product area and doesn't involve regularity practice or feedback required for intuition to govern next steps.

05:37:48.000 --> 05:37:49.000

It may also not have the time needed for analytical information.

05:37:49.000 --> 05:38:05.000
Processing. Excuse me, fast-moving product teams especially don't always understand the value of establishing cohesion and shared mindsets potentially threatening the organization's ability to innovate.

05:38:05.000 --> 05:38:12.000
So the challenges for researches are establishing a sense of shared team vision separating facts from fiction.

05:38:12.000 --> 05:38:22.000
In this pace, and the hurry, hurry of getting to product launch and moving the team past hang ups to establish a research strategy and product direction.

05:38:22.000 --> 05:38:28.000
So how do we break the grinding momentum loop to balance intuitive and analytical thinking?

05:38:28.000 --> 05:38:38.000
I'd like to introduce the fog method as one solution to balancing our intuitive and analytical thinking, to slow down, grinding momentum.

05:38:38.000 --> 05:38:42.000
The goals of this method are to identify and understand team questions collect existing.com.

05:38:42.000 --> 05:38:53.000
The team uses, identify knowledge guaps among these, and then facilitate a brainstorm of facts, opinions, and guesses.

05:38:53.000 --> 05:38:59.000
So first, this is the research approach I suggest. You know, exploratory mix methods, research strategy is proposed.

05:38:59.000 --> 05:39:07.000
The team leads all team members by function are asked to submit written research questions about the product area.

05:39:07.000 --> 05:39:18.000
Next, group, subject, matter. Experts are conducted over a few weeks with all team members by function, including product design engineering data, science products, marketing management, etcetera.

05:39:18.000 --> 05:39:20.000
Any of the teams that you might work with a qualitative.

05:39:20.000 --> 05:39:34.000

Thematic analysis is performed to produce emergent themes and categories of question areas existing reports are matched to some question areas to establish what is already known on the team.

05:39:34.000 --> 05:39:49.000
Finally, a fog session is conducted between team members to establish facts, opinions, and guesses on the team applying the existing thematic analysis and moving the team toward higher order, knowledge and iteration in the pre work of the fog session.

05:39:49.000 --> 05:39:56.000
There are facts from the team are that are collected about your product area and that can be backed up by evidence.

05:39:56.000 --> 05:39:57.000
So you ask them to write 5 to 10 statements. They capture facts, send that in link.

05:39:57.000 --> 05:40:01.000
Make sure that they have links to sources for these statements that could be a dashboard.

05:40:01.000 --> 05:40:11.000
It could be a product document. It could be, you know, data science reports.

05:40:11.000 --> 05:40:21.000
It could be something in the market. Add them to a digital whiteboard in advance of the setup, for instance, here's what the session might look like in a virtual dashboard.

05:40:21.000 --> 05:40:24.000
So the question that you're asking people is, what do we know about product?

05:40:24.000 --> 05:40:29.000
For sure, right with facts.

05:40:29.000 --> 05:40:34.000
Next you repeat the same structure for opinions and guesses, but live!

05:40:34.000 --> 05:40:51.000
This does not involve pre work, and instead, you make time for the team to write statements and infinitize other statements of opinions and guesses during the session opinions and statements from the team members that the team members believe but have no evidence to support and guesses are more forward-looking

05:40:51.000 --> 05:40:56.000
about important questions or considerations, to drive actionable next

steps in the team on the product.

05:40:56.000 --> 05:41:08.000
After collecting an analyzing these misalignment, can be identified between team members or expertise functions to help identify internal roadblocks that might hinder success.

05:41:08.000 --> 05:41:15.000
So how do the fog method combat brining momentum by taking the time to go slower?

05:41:15.000 --> 05:41:21.000
And I identify potential hurdles. The fog method deliberately connected existing knowledge to gaps, fighting, research, amnesia, which is another paper that I have at Epic.

05:41:21.000 --> 05:41:35.000
If you're interested, provide a shared understanding of substantiated facts, clarified, strongly held opinions and identified misalignment.

05:41:35.000 --> 05:41:44.000
Via guesses about product direction. The fog strategy changed the way that the product teams work toward new strategy.

05:41:44.000 --> 05:41:48.000
For the first time research across the company was brought together specifically for this company.

05:41:48.000 --> 05:41:53.000
Initiative, private stakeholders reflect on their internalization of facts.

05:41:53.000 --> 05:41:56.000
And we're LED through a self reflection which is key, that we're required them to differentiate between facts, opinions, and guesses.

05:41:56.000 --> 05:42:04.000
And basically identify and separate facts from assumptions.

05:42:04.000 --> 05:42:05.000
This process enabled research to be seen as a partner in knowledge.

05:42:05.000 --> 05:42:11.000
Creation and shared discovery rather than Ourbiter of truth.

05:42:11.000 --> 05:42:28.000
So change the dynamics of power. Conversations began among the team members about scaffolding, of shared underlying assumptions and undisputed facts as a starting point and moving the team toward product progress with a vision for a new product feature by using a

fog session you too, can

05:42:28.000 --> 05:42:37.000
drive, cross-functional alignment, and over time help your
organization to integrate thinking fast and slow in order to make
better decisions.

05:42:37.000 --> 05:42:46.000
We have a few minutes for, but please feel free to reach out to me in
Rosenfeld's slack, or on Linkedin, and this is my contact information.
Thank you.

05:42:46.000 --> 05:42:50.000
So much for listening.

05:42:50.000 --> 05:42:57.000
Hey? You have a little more than a few minutes. You got 10, so, but
we'll get through as many questions as possible.

05:42:57.000 --> 05:42:58.000
I'm looking at your chat, and we have a lot of comments, but no
questions.

05:42:58.000 --> 05:43:08.000
Okay, here's one. How do you help team members distinguish facts,
opinions, and guesses, particularly when they are debating what
something is.

05:43:08.000 --> 05:43:10.000
And could you give an example?

05:43:10.000 --> 05:43:17.000
Oh, yeah, so basically, like, if it's a fact, it has a link to an
evidence based document.

05:43:17.000 --> 05:43:18.000
If it's an opinion it is detached from a piece of evidence.

05:43:18.000 --> 05:43:26.000
A guess is much more toward. What do you think are our next steps?

05:43:26.000 --> 05:43:28.000
Whereas, in a opinion, is, how do you feel about the thing?

05:43:28.000 --> 05:43:38.000
As it currently is? Or what do you think is important? And during the
facts, opinions, and guesses, sessions after each, you know round of
that we have a prioritization conversation that's why you break out
into small groups and then you have a large group.

05:43:38.000 --> 05:43:59.000
Discussion in the small groups you ask them to prioritize what are the
top facts that you're seeing across the board, and that you pull into
your group to discuss same thing with opinions and same things with
guesses, so that at the end of the day, now we're looking at not just
like a board full

05:43:59.000 --> 05:44:04.000
of statements that look, you know, equal. But we're looking at.

05:44:04.000 --> 05:44:05.000
Hmm!

05:44:05.000 --> 05:44:17.000
What do people feel? Are the most important facts and opinions and
guesses, and the facts do have those links to whatever might be
internal or external, to inform the research roadmap?

05:44:17.000 --> 05:44:21.000
But for me an example was like we had a lot of opinions about.

05:44:21.000 --> 05:44:29.000
Maybe where this product would fit in terms of the type of people that
might use it.

05:44:29.000 --> 05:44:34.000
At first for its launch but we didn't have any evidence about that.

05:44:34.000 --> 05:44:45.000
We had a lot more evidence about safety considerations, a lot of
evidence about, you know how we might need to build this or construct
it to make sure that people have access.

05:44:45.000 --> 05:44:51.000
But we didn't have a lot of information about like the audience,
specifically, or how they might use it.

05:44:51.000 --> 05:44:56.000
And so we were able to, in the analysis, identify these things are
facts.

05:44:56.000 --> 05:45:04.000
We do have reports of substance, accessibility that it substantiate
inclusivity.

05:45:04.000 --> 05:45:05.000
You're good.

05:45:05.000 --> 05:45:13.000
But we don't have, but we don't have fax around the other things like

you know how to build something correctly.

05:45:13.000 --> 05:45:28.000
So, and specifically within this market. So it really did help to kind
of lay aside things that were assigned, even though people had very
strongly repeated those over time as if they were fax.

05:45:28.000 --> 05:45:35.000
Yeah, no, I hear you. And I think that's such a good point like it
could be tricky to keep track of things.

05:45:35.000 --> 05:45:37.000
I'm sorry you have a lot of questions coming in at once.

05:45:37.000 --> 05:45:50.000
Okay, but let's do the next one. So this was from Eris. A fox session
seems to establish that something that a stakeholder claims to be a
fact claims to be facts to be in assumption which may not make sense
which may not make those stakeholders comfortable how do

05:45:50.000 --> 05:45:52.000
you manage the tensions that may rise afterwards?

05:45:52.000 --> 05:45:59.000
So, what's great about this is that I usually use colored posts, notes
by functions so like, if you're in design, you're blue.

05:45:59.000 --> 05:46:08.000
If you're in engineering you're red or like whatever it is, and the
statements on figma boards or mirror boards usually have their.

05:46:08.000 --> 05:46:14.000
It usually identifies those people like by name. Anyway.

05:46:14.000 --> 05:46:15.000
No!

05:46:15.000 --> 05:46:20.000
But in the aggregate report I don't include names so it's just like
you would treat participant data where you're. You know.

05:46:20.000 --> 05:46:37.000
You might know who that person is, because they signed the consent
form, and they might know who they are in the sessions but they're
also might be, you know, conversation afterward, where people are less
willing to state their opinions in facts in these cases, when we're
talking about missilignment these

05:46:37.000 --> 05:46:39.000
are not softly held. Opinion right, Miss alignment usually comes out

because there are tensions, and there does need to be discussion.

05:46:39.000 --> 05:46:55.000
And this provides a forum to enable that conversation, and there might be people that quietly disagree but they have to participate in the process in order, and they are beginning being given a stage on which to do so.

05:46:55.000 --> 05:47:01.000
And so it's up to the stakeholders to find the confidence to be able to do that.

05:47:01.000 --> 05:47:06.000
Not everybody works this way, which is why there are quiet times of reflection in this.

05:47:06.000 --> 05:47:16.000
There are quiet times of writing, in this there are discussion components, and there are presentation components, so that in one of those settings one of those types of forums, no matter who it is that's engaging, we'll have an opportunity to express themselves in a way that is you know most comfortable.

05:47:16.000 --> 05:47:25.000
For?

05:47:25.000 --> 05:47:26.000
Yeah, oh, I love it. It's like modern day accessibility, except built into the system.

05:47:26.000 --> 05:47:29.000
Like, I love that. Okay, more questions. This one's from Victor.

05:47:29.000 --> 05:47:39.000
You talked about a document based approach to reduce organizational or research amnesia.

05:47:39.000 --> 05:47:41.000
What other models of knowledge management have you utilized?

05:47:41.000 --> 05:47:49.000
What is your preferred, including combo approaches, or what are the pros and cons?

05:47:49.000 --> 05:47:50.000
Yes, it was. Yes, it was.

05:47:50.000 --> 05:47:51.000
That is like 5 questions in one. So I mean, now we're getting back into like my grad school days.

05:47:51.000 --> 05:47:54.000
But basically, like organizations learn through. There's like 2
different theories.

05:47:54.000 --> 05:48:08.000
Majorly, one is that like we're all transactional, and that's like an
economic based way of understanding why organizations make the
decisions they do.

05:48:08.000 --> 05:48:22.000
It would be really easy to look at organizations and say they're all
transactional the other way to think about organizations choosing and
making decisions is that they learn from each other they learn from
the ecosystem we learned from the industry so when we're thinking
about

05:48:22.000 --> 05:48:35.000
organizational evolution. Those are the 2 main theoretical viewpoints
that exist in the in the like organizational theory, field and
business schools in terms of like what I've used.

05:48:35.000 --> 05:48:54.000
I mean, it depends like, I look at individual team level and
organizational level using the theory of structuration, which is about
how micro influences the Mzzo and macro and how macro influences, you
know back and forth kind of think of like Arab spring for example, you
know, people were individually on

05:48:54.000 --> 05:48:59.000
Twitter, you know, writing in and you know, mobileizing.

05:48:59.000 --> 05:49:07.000
But they had this impact at a much larger level and that larger level
impact LED to individual affordances going forward right?

05:49:07.000 --> 05:49:13.000
We're still seeing the fallout from Arab Spring even to this day, with
kind of the different costs coming to terms with.

05:49:13.000 --> 05:49:28.000
And you know the modern Arab world of like, what does it mean to be
free or to be expressing myself, or to be, you know, a person in this
culture of a certain identity?

05:49:28.000 --> 05:49:29.000
Yeah.

05:49:29.000 --> 05:49:30.000
So I mean, those are the sorts of things that we see.

05:49:30.000 --> 05:49:37.000
But yeah, I can talk more offline. So if free to ping this to me,
there's clearly a lot to talk about. There.

05:49:37.000 --> 05:49:39.000
Yes, there is it was. It was a meeting question.

05:49:39.000 --> 05:49:45.000
I think you answered it beautifully. And again you have questions
rolling in this next one's from Mary, and it's a long one.

05:49:45.000 --> 05:49:47.000
So heads up. When is the right time to apply the fog method?

05:49:47.000 --> 05:49:56.000
One of the design, product development development process, or when,
as in when, as in what context or scenario, is it useful in?

05:49:56.000 --> 05:50:02.000
How do you help with things seen as facts? But they are based on
shoddy research, leading questions and synthesized research,
anecdotal, etc.

05:50:02.000 --> 05:50:04.000
Hmm!

05:50:04.000 --> 05:50:10.000
Where you have to negotiate what good research is in order to kind of
overcome the presumption that the fact comes out of research.

05:50:10.000 --> 05:50:18.000
Okay, so there's like 2 major things there. One is like, when to do
it, and the other one is like what to do about bad data.

05:50:18.000 --> 05:50:19.000
Yeah.

05:50:19.000 --> 05:50:22.000
Well like when to do it usually it's at a turning point when
something's contentious.

05:50:22.000 --> 05:50:34.000
So, if something is like or you're noticing the other factor that I
could use to say this would be a good time would be like, you're
noticing the product direction is like way off with other market
signals.

05:50:34.000 --> 05:50:41.000
And you would say, Hey, it looks like, you know. I wanna be sure that

we're on the same page about shared understanding.

05:50:41.000 --> 05:50:49.000
If you're product, leaders are not on board. With slowing down to speed up, then that is their heads on the platter right like.

05:50:49.000 --> 05:50:59.000
That's their choice. The only thing that you can do is addicate the best you can for users and perform your job to help the team achieve its goals.

05:50:59.000 --> 05:51:05.000
If they decide that these are the goals, if they decide that these are the goals that they're trying to achieve without regard to this is the wrong direction.

05:51:05.000 --> 05:51:09.000
Or maybe we're moving too fast. That's like an organizational problem.

05:51:09.000 --> 05:51:13.000
And I would suggest you escalate it, cause that's a leader.

05:51:13.000 --> 05:51:14.000
Hmm!

05:51:14.000 --> 05:51:18.000
Conversation, but acknowledging that is an important thing, and then the bad data thing, so that's when you allow others to prioritize and crowdsource.

05:51:18.000 --> 05:51:40.000
And if you find that you know the team is let's say if there's a like a bad data report that you know, or bad research, or whatever.

05:51:40.000 --> 05:51:41.000
Hmm!

05:51:41.000 --> 05:51:48.000
And the team is like constantly, you know, congregating around this and saying, This is our justification for doing the thing then I think, and if that comes up again in these sessions, you have a point to say, you know what half our team really loved this and prioritize it, as a number one

05:51:48.000 --> 05:52:00.000
thing what I'm noticing, and I would follow up on a direct report to the leaders of that team or cross-functional entities and say what I'm noticing about this report or problematic agendas in this way.

05:52:00.000 --> 05:52:07.000

And so then you break down an analysis of the thing of the artifact
that they've highlighted as justification for moving forward so it
becomes like unnoticed.

05:52:07.000 --> 05:52:12.000
After that, in the analysis.

05:52:12.000 --> 05:52:19.000
I love that just advocating for your own perspective, not being afraid
to speak up on what you see to be the truth, like I'm very much about
that.

05:52:19.000 --> 05:52:24.000
So that's a great one. Okay, you've got one more minute and we're
going to do the last question from Mona.

05:52:24.000 --> 05:52:30.000
What if stakeholders claim something is a fact, but have no hard
evidence other than we've heard this from clients over the years. You
kind of touched on it. But if there's anything else you'd like to add.

05:52:30.000 --> 05:52:45.000
I would just say that like, unless there's an report that they can
point to, and then you can break down.

05:52:45.000 --> 05:52:46.000
Hmm!

05:52:46.000 --> 05:52:48.000
I mean, there's plenty of industry reports produced out there for
health things that are not at all grounded in reality, because there's
an interest group behind it funding the research right.

05:52:48.000 --> 05:52:53.000
I mean, you can think about all you know think about the crisis and
opioids that we have right.

05:52:53.000 --> 05:52:57.000
A lot of the research around those things were not actually verified,
and people didn't necessarily dig a little bit deeper.

05:52:57.000 --> 05:53:12.000
I think it's our responsibility as researchers to bring those skill
sets of analysis even to the artifacts that people are using and if
they're not using artifacts, if it's just a an assumption, then you
highlight that as like here's a strongly held belief on the

05:53:12.000 --> 05:53:13.000
team it's an opinion that is widely recognized as valuable.

05:53:13.000 --> 05:53:24.000
We have not yet explored this, and so that identifies a gap that then
you can tackle, or you can start to question the research underlying
that they have.

05:53:24.000 --> 05:53:31.000
You know, connected as valuable to support this perspective.

05:53:31.000 --> 05:53:35.000
Absolutely, another outstanding answer. I cannot thank you enough,
Kristin.

05:53:35.000 --> 05:53:36.000
That was awesome. So informative. People are taking notes very
clearly.

05:53:36.000 --> 05:53:45.000
You still have a bunch of questions in the chat. So when you get a
moment, check out your thread. With all your questions, people were
absolutely in thrall. They cannot thank you enough for your time
today.

05:53:45.000 --> 05:53:49.000
Thanks. See you.

05:53:49.000 --> 05:53:50.000
Of course, already. Friends, we're taking a minute break, and then we
have the final presentation of the day.

05:53:50.000 --> 05:54:01.000
I know, collected all, but we will be back. I will see all of you back
here at one twenty-twenty Pm.

05:54:01.000 --> 05:54:26.000
Or we will finally close it out with Mike Orren's talk on why
pharmaceutical research model by the my pharmaceuticals research model
should replace design thinking, I'm gonna take a break. I'll see you
guys in 10 min bye.

05:54:26.000 --> 05:54:31.000
Today is going to be the day that they're gonna throw it back to you.

05:54:31.000 --> 05:54:48.000
By now you should have somehow realized what you gotta do. I don't
believe that anybody feels the way I do about you now.

05:54:48.000 --> 05:54:59.000
Back meadows on the street, that the fire in your heart is, I'm sure
you've heard it all before, but you never really had.

05:54:59.000 --> 05:55:09.000
I don't believe that anybody feels the way I do about you now.

05:55:09.000 --> 05:55:17.000
And all we have to walk a winding, and all the lights.

05:55:17.000 --> 05:55:25.000
It is fair, a blinding. There are many things that I would like to
say.

05:55:25.000 --> 05:55:31.000
You better, our!

05:55:31.000 --> 05:55:39.000
Because may be a.

05:55:39.000 --> 05:55:46.000
A get out!

05:55:46.000 --> 05:55:58.000
You're my mother. No one.

05:55:58.000 --> 05:56:04.000
Today was gonna be the day. But they'll never throw it back to you.

05:56:04.000 --> 05:56:09.000
By now you should have somehow realized what you're not to do.

05:56:09.000 --> 05:56:20.000
I don't believe that everybody feels the way I do about.

05:56:20.000 --> 05:56:31.000
And to lead you. There were winding, and all the lights, and light the
way you're blinding.

05:56:31.000 --> 05:56:42.000
They're a man. Many things that I would like to.

05:56:42.000 --> 05:56:45.000
San made me.

05:56:45.000 --> 05:56:51.000
You gotta be the one that saves me.

05:56:51.000 --> 05:56:56.000
Hey! Hello!

05:56:56.000 --> 05:57:02.000
The.

05:57:02.000 --> 05:57:12.000
Hey? I said a.

05:57:12.000 --> 05:57:19.000
A, and.

05:57:19.000 --> 05:57:26.000
You're my no one.

05:57:26.000 --> 05:57:34.000
Said, may be a.

05:57:34.000 --> 05:57:56.000
A now to meet me, and.

05:57:56.000 --> 05:58:26.000
The and.

05:58:40.000 --> 05:58:47.000
Night swimming, who serves a quiet night?

05:58:47.000 --> 05:59:00.000
The and with photograph on the taken years ago.

05:59:00.000 --> 05:59:11.000
Turned around back. So the windshield show. Every street feels a
picture underground.

05:59:11.000 --> 05:59:17.000
Miss. Still, it's so much clearer.

05:59:17.000 --> 05:59:39.000
I forgot my shirt and waters friends tonight.

05:59:39.000 --> 05:59:46.000
Night swimming Deserves a Quiet Night.

05:59:46.000 --> 05:59:51.000
Not sure all these people?

05:59:51.000 --> 05:59:56.000
It's not like years ago.

05:59:56.000 --> 06:00:00.000
Here, of.

06:00:00.000 --> 06:00:13.000
Recklessness. Us water! They cannot see me. Things they go away.

06:00:13.000 --> 06:00:19.000

Replace my a day, night, swimming.

06:00:19.000 --> 06:00:28.000
Remember me, and night. September is coming soon.

06:00:28.000 --> 06:00:32.000
Tiny and.

06:00:32.000 --> 06:00:40.000
What if there were 2 side the pharaoh?

06:00:40.000 --> 06:00:42.000
Son.

06:00:42.000 --> 06:00:53.000
Bright time ever try not to strike night swimming.

06:00:53.000 --> 06:00:57.000
I thought I knew.

06:00:57.000 --> 06:01:09.000
You. I and Show knew I thought you knew me. Swan, laughing quietly.

06:01:09.000 --> 06:01:39.000
And underneath my nights with me.

06:01:40.000 --> 06:01:58.000
On the ground every street I have night swimming who deserves a quiet but 9.

06:01:58.000 --> 06:02:03.000
Deserves a quiet, and now.

06:02:03.000 --> 06:02:33.000
And.

06:02:41.000 --> 06:02:46.000
That was beautiful. What a artistic way to get back into things already!

06:02:46.000 --> 06:02:50.000
Friends. We are back, and it is time for our final presentation of the day.

06:02:50.000 --> 06:02:51.000
But if you're on a timer a little early, I have to tell you guys something.

06:02:51.000 --> 06:02:58.000
You know. I tell dad jokes, but I actually don't have a kid.

06:02:58.000 --> 06:03:02.000
I'm a faux pas, if you will.

06:03:02.000 --> 06:03:03.000
You get it like a football. That's the joke.

06:03:03.000 --> 06:03:21.000
The fake paw because of the joke you get it alrighty, folks, let's
close out this conference with the indelible Mike Oren, Mike Orren
built out and leads the designer research practice at Calvo, where his
team focuses on empowering the organization with

06:03:21.000 --> 06:03:23.000
stronger research align with the Company's customer.

06:03:23.000 --> 06:03:28.000
First values Customer first values all on word, all one phrase.

06:03:28.000 --> 06:03:37.000
His past employers include Google, United Airlines, Motor Rota,
mobility, Blue Cross, Blue Shield of Illinois, Texas, New Mexico,
Montana, and Oklahoma, and time spent consulting with various
startups.

06:03:37.000 --> 06:03:40.000
Mike we are so thrilled to have you to close us out for day. 2.

06:03:40.000 --> 06:03:43.000
How are you feeling today?

06:03:43.000 --> 06:03:45.000
Feeling great. What about you?

06:03:45.000 --> 06:03:47.000
I'm doing great it's been a lovely Tuesday hanging out with the fine
people attending this conference.

06:03:47.000 --> 06:03:57.000
I'm incredibly grateful and excited and inspired, especially by what
you're about to share with us, and I could see your slides.

06:03:57.000 --> 06:03:58.000
Perfect.

06:03:58.000 --> 06:04:00.000
Now you look awesome. I'm gonna ask you to take it away. Mike.

06:04:00.000 --> 06:04:05.000
Okay, thank you. Bria. And since I'm the last talk of the day, we'll

kick it off with a joke.

06:04:05.000 --> 06:04:09.000
A farmer researcher and a ux feature walk into a bar, hey, Aregar?

06:04:09.000 --> 06:04:27.000
About who's more important until the bartender says, without dropping, people would be sick and without ux you wouldn't be able to use the drugs design thinking and pharmaceutical research may seem like 2 entirely different worlds.

06:04:27.000 --> 06:04:35.000
But what if we took the best of both, and combine them to create a revolutionary new approach to problem solving today?

06:04:35.000 --> 06:04:50.000
I'd like to explore how the principles of pharmaceutical research can be applied to design thinking, and why this innovative combination could be the key to unlocking new functions in design and innovation.

06:04:50.000 --> 06:04:59.000
As we're all aware, the world has been changing. The last decade or so have been a time of basically free capital in the world.

06:04:59.000 --> 06:05:10.000
However, with rising interest, rate and a lot of volatility some supply chain and geopolitical strife we're in a world of higher uncertainty and more expensive investments.

06:05:10.000 --> 06:05:21.000
COVID-19 with an initial market shock that ultimately LED to unprecedented capital infusion and rapid although short term growth across the tech factor.

06:05:21.000 --> 06:05:34.000
More recently, though, we've seen the collapse of Silicon Valley, big and layoffs throughout the industry, including some that have historically been considered, it's safe as a discipline that's historically viewed as a value.

06:05:34.000 --> 06:05:42.000
Add, but also as a field that has a lot, it can bring to organizations that may need to sync differently.

06:05:42.000 --> 06:05:49.000
We have reached a critical time to reevaluate our processes, so we can come through this not just surviving.

06:05:49.000 --> 06:05:52.000
But thriving.

06:05:52.000 --> 06:05:59.000
We typically think of design thinking model that's often in our heads
centered on innovation.

06:05:59.000 --> 06:06:07.000
However, research done by Forrester with Ibm. As well as the model on
the left of the slide from Mckinsey's report on the value of design.

06:06:07.000 --> 06:06:14.000
Don't talk about innovation. They talk about elimination.

06:06:14.000 --> 06:06:19.000
Business leaders in the survey identified elimination of redundant
processes as a Number one.

06:06:19.000 --> 06:06:30.000
Value to companies number 2. The elimination of unnecessary features,
products, and services, not the creation of new ones.

06:06:30.000 --> 06:06:45.000
In fact, new ideas and changes to business threat strategies with
range pretty far down at only 18% of business leaders seeing it as a
value of design and Mckinsey model is showing things around cross
functional talent, continuous.

06:06:45.000 --> 06:06:51.000
Iteration of user experience and analytical leadership like what
Kristen just mentioned.

06:06:51.000 --> 06:06:59.000
We aren't mentioning empathy or big guess in graphic qualitative
studies that a lot of us researchers are passionate about.

06:06:59.000 --> 06:07:03.000
So then why does their process spend so much time on discovery?

06:07:03.000 --> 06:07:10.000
An ideating, the Double Diamond that a lot of us are familiar with
makes it look like everything's equal.

06:07:10.000 --> 06:07:20.000
On the research side. However, we're almost always investing most of
our time and energy into the first time, and spend only a little bit
of time in the second baton there.

06:07:20.000 --> 06:07:34.000
We might be doing iterative usability testing, but largely leaving
this world unexplored and underutilized, often making it a candidate
for offloading from our plate to resetatization and design.

06:07:34.000 --> 06:07:45.000
Many of us mistakenly believe that to be strategic, we need to paint
this grand vision until a great story to bring everyone along with us.

06:07:45.000 --> 06:07:54.000
However, turning to one of the great minds of business strategy,
Michael Porter, we see that the essence strategy isn't painting from
grand vision of the future.

06:07:54.000 --> 06:08:05.000
Instead, it's deciding what not to do. Sounds a lot like the value
business leaders see from design right?

06:08:05.000 --> 06:08:10.000
And this is where the pharmaceutical model comes in as opposed to the
design, thinking model.

06:08:10.000 --> 06:08:17.000
Where are these opportunities? What can we do? How can we explore and
understand things holistically?

06:08:17.000 --> 06:08:37.000
And across the board. The pharmaceutical model is all about feeling
ideas as quickly and cheaply as possible, because bringing something
to market is timed to me, and expensive as much as we talk within the
software world about being able to bring things to market quickly 3 is
if we're trying to bring it to market

06:08:37.000 --> 06:08:51.000
market in a scalable way quickly. It's expensive and time consuming,
and we need to understand that by thinking through how we can
eliminate ideas and make pivots as early as possible.

06:08:51.000 --> 06:08:56.000
I know a lot of us already know if we're working in a true agile team.

06:08:56.000 --> 06:08:57.000
However how many, teams have you worked with that are truly agile?

06:08:57.000 --> 06:09:06.000
Are they doing dual track? Agile? Probably not. That's where this
approach can help.

06:09:06.000 --> 06:09:12.000
We talk about the value of research, we talk about the earlier you do
research, the more money you can save.

06:09:12.000 --> 06:09:21.000
However, this model typically focuses on the Usability side. I don't

typically talk about it in terms of our generative research.

06:09:21.000 --> 06:09:36.000
There. We're usually selling the picture that we can make the orders more money by exploring and discovering new opportunities that tap into unmet needs there's not as much in terms of doing this work earlier.

06:09:36.000 --> 06:09:40.000
We're saving the company money.

06:09:40.000 --> 06:09:44.000
Now to be clear. I'm not saying that discovery shouldn't happen.

06:09:44.000 --> 06:09:52.000
There's absolutely still a need for it. There are still going to be times when you need to use that large discovery.

06:09:52.000 --> 06:09:57.000
For example, if you're going into a new market ship, we're honest with ourselves is fairly rare.

06:09:57.000 --> 06:10:05.000
Er in fact, it's extremely rare with globalization you might be entering a new country, but it's not necessarily a fully new market.

06:10:05.000 --> 06:10:14.000
So there's likely some secondary research or international team members within your organization using, you can use to jump, start your exploration, sir.

06:10:14.000 --> 06:10:20.000
The other piece. If you're trying to break the existing workflow of the team and you need them to sync differently.

06:10:20.000 --> 06:10:36.000
Large discovery can be effective here, but in order for that to be the case, you need a really strong executive champion, who also has the influence over his or her peers, I wasn't able to bring them on board to drive that type of change.

06:10:36.000 --> 06:10:46.000
If you don't have that really strong, executive champion or there's a lot of resistance with which often happens within larger organizations than integrated discovery, research.

06:10:46.000 --> 06:10:54.000
Will probably be your better route to get people to change their minds and change their processes with integrated discovery.

06:10:54.000 --> 06:11:09.000
You are still doing discovery. But instead of making it a big upfront
cost, you're really trying to reduce the perception of research as a
costly endeavor you're going to be talking more about here are the
core things that we need to de-risk in order

06:11:09.000 --> 06:11:14.000
to be successful within this space, as opposed to. We want to go learn
about people.

06:11:14.000 --> 06:11:18.000
You will continue to build up that empathy as part of your research
and practice.

06:11:18.000 --> 06:11:24.000
You won't be talking about empathy, you'll be talking about the risk.

06:11:24.000 --> 06:11:30.000
I know a lot of us as researchers are already familiar with the idea
of positioning research as de-risk.

06:11:30.000 --> 06:11:32.000
However, okay, that's usually for evaluative research rather than
generative research.

06:11:32.000 --> 06:11:44.000
Here, we're positioning that discovery piece of a D-risking, as
opposed to positioning it as fuel for innovation.

06:11:44.000 --> 06:12:00.000
You'll be pivoting your measurement from talking about new revenue or
new ideas generated to one about saving money by reducing potential
investments, reducing features, reducing the number of potentially
overlapping things, that an organization is looking to explore that
aren't really driving

06:12:00.000 --> 06:12:20.000
the value that your customers will be willing to pay more for your
product, for as inflation goes up, product prices are increasing,
software prices increase it's a lot easier to help your customers to
accept those price increases when they find that the value, you're
creating aligns with what they actually value unmet needs

06:12:20.000 --> 06:12:28.000
play a role here, but only if those unmet needs are ones that
accustomed would find enough value in to pay your company.

06:12:28.000 --> 06:12:31.000
If you solve it, to help connect the dots for a second, you should be,
seeing that this is aigning to the core value of design.

06:12:31.000 --> 06:12:42.000
We saw from the forester and Ibm study, as well as in Mckinsey's
assessment of the value of design integrated discovery.

06:12:42.000 --> 06:12:54.000
Also really helps with fostering a learning mindset culture because
then it's usually easier to bring the team in and get them to
understand your thirties as you.

06:12:54.000 --> 06:12:57.000
Here are the opportunities that we haven't explored yet.

06:12:57.000 --> 06:13:02.000
Here is a way we want to de-risk, since it's likely tied a little bit
closer to their date today.

06:13:02.000 --> 06:13:09.000
And because you're tying it into core business value.

06:13:09.000 --> 06:13:17.000
So. One of the reasons I mentioned large discovery being needed when
you're entering a new market, things related to disruptive stroke
strategy.

06:13:17.000 --> 06:13:29.000
Happy to talk more about another time. But it's also about the blue
ocean framework which I'll be showing here and talking a little bit
more when we're discussing large discovery.

06:13:29.000 --> 06:13:38.000
That really should only be focused on those tier. 3 unexplored markets
the ones in the far right, the ones that are going to often take
multiple years to get to mass market.

06:13:38.000 --> 06:13:45.000
Also a lot of capital investment at a time when the cost of capital
has more than doubled in a year.

06:13:45.000 --> 06:14:01.000
That's said just because it takes multiple years to get to mass market
doesn't mean you shouldn't be finding a way to bring it to market
sooner it's really just a matter of identifying what the right subset
of customers is in order to be able to deliver that value the

06:14:01.000 --> 06:14:16.000
refusing could be your underserved, or you're over served while
potential customers might be rejecting your product because it doesn't
have the features in which case says you're overserved and you're
likely a startup trying to move up market and you're in those cases

you're

06:14:16.000 --> 06:14:22.000
looking at incremental innovation, and often have enough input
directly from customers or the sales team.

06:14:22.000 --> 06:14:28.000
Retru discovery. Research has some good value. You'll get more value
faster.

06:14:28.000 --> 06:14:34.000
With integrated reference or integrated discovery, instead of large
discovery.

06:14:34.000 --> 06:14:47.000
But after talking about the overthrow portion of the refusing, because
your product is too expensive and that's where your opportunity is to
rethink it and build an additional market share for your coordination.

06:14:47.000 --> 06:14:56.000
Long term. This might even potentially disrupt your organization as
opposed to having a startup to come in and disrupt it externally.

06:14:56.000 --> 06:15:01.000
Definitely a case where you'd want that. Yeah. Large discovery.

06:15:01.000 --> 06:15:04.000
But this all comes down to that. A truly disruptive idea will fail.

06:15:04.000 --> 06:15:17.000
That mass market test and we need to keep this in mind as we're going
through and doing the research, not just talking to our existing
customers, or, we're only talking to our largest customers female that
happen in both of those cases.

06:15:17.000 --> 06:15:24.000
You're going to end up with bad data that won't help the organization
fail to write ideas quickly.

06:15:24.000 --> 06:15:40.000
You need to make sure that if you're taking this pharmaceutical
approach that you're also talking to your non customers, on your
overserve portions of your market in order to be able to identify
those gross lovers and get better at failing more ideas faster if
they're

06:15:40.000 --> 06:15:51.000
not driving value to existing existing customers are willing to pay
more, for that would bring in or retain your custom, bringing more
customers or existing ones.

06:15:51.000 --> 06:15:55.000
If you haven't gotten a message yet. Finance needs strategy for breakfast.

06:15:55.000 --> 06:16:14.000
When this is especially true, when capital has become more expensive, the master fund new innovations and investments becomes harder save money has solid returns, and that means most fiscally responsible companies won't be as willing to explore investments unless he can show a model of what it will look like and

06:16:14.000 --> 06:16:22.000
say 3 to 5 years with returns that are sufficient multiple above the safe investment when accounting for net present value.

06:16:22.000 --> 06:16:41.000
Oh! And that present value, higher inflation means that, in addition to needing higher returns to counteract the safe returns from investing in government bonds, you now also need your your new idea to have even higher returns to account for inflation in order to be successful in selling these ideas, you're doing financial

06:16:41.000 --> 06:16:47.000
projections that have become a lot harder when weighing against other potential investments.

06:16:47.000 --> 06:17:03.000
You're working very closely with your financial strategy team to figure out what the potential returns are based off the investments you're looking to make and trading off expenses or sometimes investing in more features sooner to create an appealing investment based on market share and feasible

06:17:03.000 --> 06:17:08.000
price to hit the returns. That will be attractive to your leadership and investors.

06:17:08.000 --> 06:17:18.000
In other words, there are still things that you can do to drive innovation, even accounting for the reduced access to capital in order to help bring these ideas to life.

06:17:18.000 --> 06:17:34.000
But my guess is, most of you aren't currently working closely with your finance teams outside of maybe budgeting right to help you that you need to get your organization to start thinking a little bit differently about what research can bring to the table and how a group that may be a traditionally been

06:17:34.000 --> 06:17:43.000
doing a little bit more on the innovation end can help the
organization make smarter decisions today.

06:17:43.000 --> 06:17:48.000
So instead of being an area, that's about idea, generation start
pivoting your way of thinking.

06:17:48.000 --> 06:17:56.000
And the way you're presenting yourself to the company to being about
money, you save the organization.

06:17:56.000 --> 06:18:03.000
So in this case you start by addressing those highest risk component
of the problem, or that opportunity.

06:18:03.000 --> 06:18:11.000
And you develop a research plan that combines multiple components of
an overall solution or problem space together.

06:18:11.000 --> 06:18:18.000
And through all of this here again fostering that culture of
innovation and efficiency, you're still innovating because you've got
these problems.

06:18:18.000 --> 06:18:31.000
To solve, or the solutions as they've been conceived or designed,
might be failing the right mark to hit the right mark from the right
way, which means you need to still come up with those ideas if you've
got those opportunities.

06:18:31.000 --> 06:18:39.000
Get this whole bank of solutions that are possible. In fact, your
company is probably flooded with potential solutions.

06:18:39.000 --> 06:18:54.000
Different ideas. And what's really hard isn't coming up with new ones,
but really narrowing it down to what's most important and what will
really move those key needles by opening up the gates of innovation.

06:18:54.000 --> 06:19:02.000
You're also bringing in a wider range of views and increasing the
possibility that those ideas are coming from someone who doesn't look
or sound like me.

06:19:02.000 --> 06:19:04.000
How are you?

06:19:04.000 --> 06:19:11.000
So let me show you some examples of some stimuli that I've used in the

past to help evaluate some of the solutions.

06:19:11.000 --> 06:19:22.000
On the far left. We've got a travel map. I was one of a dozen different solutions that we were exploring in order to improve the account management experience on an airline for each of these dozen counts.

06:19:22.000 --> 06:19:34.000
All we had with one sketch and a one paragraph story we tested this using diets which are pairs of individuals in this case it was a pair of individuals who knew each other well.

06:19:34.000 --> 06:19:49.000
They're rather close colleagues, friends, or their family members, instead of asking them a lot of pointed questions about the concept that would have revealed more about my own biases than I would have learned about what was working with this conference for them.

06:19:49.000 --> 06:19:52.000
Hi. I just asked the 2 of them to read the story.

06:19:52.000 --> 06:19:57.000
Summary about the concept and talk it through together. During those conversations we notated what was attractive.

06:19:57.000 --> 06:20:06.000
What was unattractive, and what types of changes they had to the idea that last piece!

06:20:06.000 --> 06:20:15.000
So what types of changes was critical, and terms of understanding the stability of the concept, and how robust it might be to be successful, eg.

06:20:15.000 --> 06:20:20.000
Is it good for the current market? The adjacent? Or is it more of a tier?

06:20:20.000 --> 06:20:27.000
3 or tier. 2. Idea. If you have something that's serving the lower end of your market, there's going to be.

06:20:27.000 --> 06:20:43.000
They will be more satisfied with fear. Features in it, whereas people on the higher end of your market are typically going to be very demanding and unwilling to accept a solution that doesn't have a vari robust set of features so that's why when you're doing concept

06:20:43.000 --> 06:20:53.000

testing. You need to be looking into stability of the concept so that way you can make sure that you're able to bring something to market quickly and at the right level.

06:20:53.000 --> 06:20:59.000
So from this we chose 2 or 3 ideas of the 12 that were good enough.

06:20:59.000 --> 06:21:08.000
People were excited about them. They didn't feel they didn't have a lot of detractors who felt like we were just trying to sell them, and they were also stable enough that we felt like.

06:21:08.000 --> 06:21:15.000
This was something we could bring to market without a significant design or engineering.

06:21:15.000 --> 06:21:29.000
After, to continue to refine it. The other examples from this page are students, including a painted door for 4 test, which is the candid email Facebook AD fix the track watch, which was more of a storyboard on the bottom.

06:21:29.000 --> 06:21:43.000
And on the top right is a generic example of a Kano model output I'm happy to talk about the stimuli and methods later, but we'll move on the key, especially at the start of that pharmaceutical design research model.

06:21:43.000 --> 06:21:55.000
And you should have seen this through the stimuli is that we want to invest the smallest amount of time and effort at the earliest stages, and fail as many of the ideas as we can as quickly as possible.

06:21:55.000 --> 06:22:02.000
Like most teams I've seen, though, whether in big tech traditional industry or startups very different than how most of you might be working.

06:22:02.000 --> 06:22:07.000
Either yourself or your teams. A lot of design refers I've met are reluctant to fully fail.

06:22:07.000 --> 06:22:13.000
An idea. They're friends, the designers or product managers.

06:22:13.000 --> 06:22:22.000
Worked on them. They don't want to hurt their feelings by saying, Hey, this is just not the right thing to do.

06:22:22.000 --> 06:22:31.000

It becomes extra hard in an environment where layoffs are happening, because there's fear that that team will get laid off, but especially when corporate per strings have gotten tight.

06:22:31.000 --> 06:22:39.000
This is critical for us to get right. As a research discipline in order to maximize our value we're not in the business to make friends.

06:22:39.000 --> 06:22:43.000
We're in this business to help companies make better decisions.

06:22:43.000 --> 06:22:49.000
And these better decisions are sometimes saying, Hey, we're over investing in this particular solution.

06:22:49.000 --> 06:22:52.000
We're building too much for this particular product.

06:22:52.000 --> 06:22:59.000
Or maybe this whole idea that the team has maybe already spent 3 months starting to build out.

06:22:59.000 --> 06:23:00.000
It's not really going to have the adoption.

06:23:00.000 --> 06:23:20.000
The team was originally anticipating, we should consider divesting in that and reinvesting it in these other spaces, pivoting to other areas where we have research that helps support that again, preferencing Christ's talk in terms, of building up this large analytical college space of

06:23:20.000 --> 06:23:29.000
research since we're using me this various stimuli to learn more about the things that matter, and don't to the people who interact with her business.

06:23:29.000 --> 06:23:38.000
You're ultimately not just the evaluating ideas or stimuli, but understanding people better, which then builds up that deeper empathy that does allow you to still help the organization.

06:23:38.000 --> 06:23:51.000
And if it, and come up with a new twice I say, this integrated discovery approach still allows you to have that opportunity to drive the organization forward with new ideas.

06:23:51.000 --> 06:23:57.000
It's not saying we're no longer in the business of innovation, or no longer in the business of empathy.

06:23:57.000 --> 06:24:03.000
It's just saying that we're primarily in the business of helping the
business run smarter.

06:24:03.000 --> 06:24:09.000
I want to share a case study with you from when I was working with a
mobile device manufacturer.

06:24:09.000 --> 06:24:15.000
In this case I helped the company save about 12 million dollars by not
investing in a narrow scanner.

06:24:15.000 --> 06:24:25.000
This was a one week project. I'll give that a moment to sync in one
week for a 12 million dollar impact.

06:24:25.000 --> 06:24:35.000
After hearing about this, in 24 h myself the product manager, the
engineers, and the designers works to create 10 press releases, using.

06:24:35.000 --> 06:24:44.000
And using pre-ruited participants, completed collecting feedback
within 72 h of hearing about the project similar to the airline
concept study.

06:24:44.000 --> 06:24:59.000
I had people highlight different pieces of the press release that were
positive in one color, negative in another, and things that were
confusing, frustrating, or just not quite what they had in mind in it.

06:24:59.000 --> 06:25:13.000
The last color. I took the Thursday to analyze it and buy that Friday
morning I made that recommendation of C-suite, and because the price
of that device with already set, we were.

06:25:13.000 --> 06:25:15.000
And this was an additional piece of hardware we're able to save 12
million dollars based off the cost of the ir.

06:25:15.000 --> 06:25:24.000
Scanner, and the volume that they were looking at producing, and the
cost of developing the software that would run it.

06:25:24.000 --> 06:25:25.000
All these press releases revealed that the Ir scanners at customer
through where we're just taking too long.

06:25:25.000 --> 06:25:33.000
It wasn't really about with it, really, how they wanted to log into

the device.

06:25:33.000 --> 06:25:40.000
Fact, they felt it was a little creepy for their phone to be scanning
their eyeball.

06:25:40.000 --> 06:25:43.000
We were able to take all that qualitative evidence.

06:25:43.000 --> 06:26:01.000
In addition to the quantitative evidence from accounts of the
different highlights and identify that this wasn't the right
investment, but because we wrote those 10 pressures and only one of
those 10 was related to Ir scanners, we're able to identify future
investments.

06:26:01.000 --> 06:26:10.000
The company began exploring that could help them develop a product
within the security space that they were interested in expanding into.

06:26:10.000 --> 06:26:15.000
Here's another example. With a slightly longer timeline, although not
too much longer.

06:26:15.000 --> 06:26:31.000
If the class is only 7 weeks, which includes one week of the overview
and then one week for the final presentation in this case one of my
students last semester Ava, the deep listening session in the young
style where she established a very clear goal.

06:26:31.000 --> 06:26:37.000
For your product, stopping through period products should be an
experience that feels as neutral as buying hands.

06:26:37.000 --> 06:26:48.000
So such a powerful statement, with very clear emotional reactions to
the experience shopping for period products.

06:26:48.000 --> 06:26:53.000
That was week. One week, 2, she did a cano model based off of
different features.

06:26:53.000 --> 06:26:59.000
She thought it would be needed in order to fulfill this goal.

06:26:59.000 --> 06:27:05.000
That cano model, though, was based off of a set of features for an app
based solution.

06:27:05.000 --> 06:27:10.000

Just a app where you could make the purchase, maybe connect with
people in the community.

06:27:10.000 --> 06:27:14.000
However, while that Keno model showed a features were attractive.

06:27:14.000 --> 06:27:33.000
There weren't really any must have or performance ones and for those
of you unfamiliar with candle models, know that you need to have at
least some must have, or performance features or or risk creating the
next PET rock rather than a sustainable business sorry I talked to her
and I said I think

06:27:33.000 --> 06:27:43.000
you really need to pivot this video suggested that based off of the
deep listening learnings, she should look at more of a service model
where it wasn't just about having an app.

06:27:43.000 --> 06:28:03.000
But really helping give people a different experience, buying period
progress by thinking through the service ecosystem to stop period
products from still being hidden and a cause of embarrassment in this
case she was hiding behind an app and delivery instead of the dark
back corner of the story that her

06:28:03.000 --> 06:28:10.000
participants talked about. This is where she landed on the idea of
maybe a vending machine or other things that would help make it less
of something. A purchaser might be embarrassed about buying into
something.

06:28:10.000 --> 06:28:26.000
It's a little bit more big, and in your face, in addition she doubled
down some of the social aspects that she was looking for things like
donating money to help people who can't afford period products.

06:28:26.000 --> 06:28:39.000
Get them, she was able to. Through all of this she was able to get
really strong evidence that there is a potential business in this and
she applied to an incubator with accepted into that.

06:28:39.000 --> 06:28:49.000
And since that time she's been going through and applying for funding
as well as entering different competitions in order to bring blue
lotus to reality.

06:28:49.000 --> 06:28:51.000
Her Instagram account is at the top of the page.

06:28:51.000 --> 06:29:01.000

Ig at blue Lotus official. So I think this was a great example of how you can take this approach in this class.

06:29:01.000 --> 06:29:05.000
Every student comes with their own idea, we fast-kill them.

06:29:05.000 --> 06:29:09.000
Fact, about 50% of the ideas die within week. 2. It actually makes innovation a little bit more.

06:29:09.000 --> 06:29:19.000
Democratic. As a student stated, she was originally unsure about sharing the idea, and I've been unlikely to pitch it to classmates.

06:29:19.000 --> 06:29:20.000
Ultimately makes her work a little bit more inclusive, as every individual owns their idea.

06:29:20.000 --> 06:29:31.000
And we allow that into our process to be explored.

06:29:31.000 --> 06:29:37.000
By taking this approach and taking all the ideas that are going to company or classroom, and evaluating them.

06:29:37.000 --> 06:29:44.000
We can start getting better at creative destruction instead of just thinking about things that we want to create.

06:29:44.000 --> 06:29:53.000
So returned to Chris. Ed. I'm looking forward to shaking it up with all of you, so let's get started with questions or complaints.

06:29:53.000 --> 06:29:54.000
Thank you.

06:29:54.000 --> 06:30:01.000
No complaints, let me tell you just question I'll dive right in because you have a lot of them, and we only have 3 min.

06:30:01.000 --> 06:30:07.000
So the first one from Mary. How do you define large distvery versus integrated discovery?

06:30:07.000 --> 06:30:14.000
Yeah, so large discovery are those projects that are taking anywhere from 2 2 months to office.

06:30:14.000 --> 06:30:19.000
I mean, I've seen some that it take year or multiple years and then

integrated discovery.

06:30:19.000 --> 06:30:25.000
Are things that are taking a couple of weeks to a month at the top.

06:30:25.000 --> 06:30:26.000
You might still be doing large discovery through the integrated discovery.

06:30:26.000 --> 06:30:36.000
But you're doing it in smaller. And you're delivering value and decisions throughout the process.

06:30:36.000 --> 06:30:40.000
Yeah. A great, a definition alright to the next one from Adelina.

06:30:40.000 --> 06:30:48.000
4 people like up this one. So can you walk through a bit more detail of your concept test process super.

06:30:48.000 --> 06:31:09.000
I did 2 different ones. One was a press release, and one was the one with a different visuals, but in both cases, so it's really just a matter of taking something that can be created ideally within a day by designers or I mean, I like the press, releases because it opens it up.

06:31:09.000 --> 06:31:13.000
To anybody or engineers or product managers. It opens it up to your support.

06:31:13.000 --> 06:31:19.000
People anybody can write those press releases and they won't be spending more than 30 min.

06:31:19.000 --> 06:31:27.000
And with those you take, that as the stimuli you present to your participants, and you have them talk through what's working.

06:31:27.000 --> 06:31:39.000
It's not working. What are the different changes? Ideally, you aren't talking through this in a guided way, because if you do that, then you're introducing your own biases.

06:31:39.000 --> 06:31:44.000
But you're really having them react to someone that they're already comfortable talking to.

06:31:44.000 --> 06:31:48.000
Which is why I like the dyads in the case of that airline.

06:31:48.000 --> 06:31:53.000
The case of the other study were used. Press releases. We're just
using pre recruited people.

06:31:53.000 --> 06:31:58.000
And we didn't have time to get diets, so there was more silent
reflection.

06:31:58.000 --> 06:32:08.000
And then, after they went through the press release, we talked through
what they had highlighted. And that's another way to stop your biases
from going in.

06:32:08.000 --> 06:32:16.000
Yeah. Another great answer. So we only have one more minute. So I'm
gonna close this out with this last question from Mona and my current
team, I've current.

06:32:16.000 --> 06:32:19.000
I've mostly done topical research on work items that have already been
determined.

06:32:19.000 --> 06:32:24.000
What is your advice? To elevate my research practice to a place where
I can de risk our roadmap.

06:32:24.000 --> 06:32:27.000
What steps should I take?

06:32:27.000 --> 06:32:29.000
So I would say the first one is, get access to it.

06:32:29.000 --> 06:32:37.000
That roadmap as early as possible, and just start.

06:32:37.000 --> 06:32:49.000
Ideally doing some of the research, even if nobody is asking for it,
actually have a team member of mine who is reluctant to do this at
first and then once that individual did it.

06:32:49.000 --> 06:32:53.000
He went from always playing, catch up with the Pm. To now the Pm.

06:32:53.000 --> 06:32:59.000
Is very excited to be working with him. So it's something that I think
anybody any team can do.

06:32:59.000 --> 06:33:09.000
If's just work a little bit ahead.

06:33:09.000 --> 06:33:10.000
Go ahead and answer them.

06:33:10.000 --> 06:33:13.000
Absolutely. And you ended exactly on the dot you have so many
questions like, Yes, alrighty!

06:33:13.000 --> 06:33:18.000
Yes, go ahead and answer them when you get a moment. But yeah, thank
you so much, Mike.

06:33:18.000 --> 06:33:22.000
This was awesome, so informative, such a great way to end a 2 so
inspiring.

06:33:22.000 --> 06:33:24.000
I just can't thank you enough for your time again.

06:33:24.000 --> 06:33:26.000
Thank you.

06:33:26.000 --> 06:33:27.000
And they are right folks. That is it for day number 2.

06:33:27.000 --> 06:33:35.000
But wait. We still have day number 3, couple of things I want to tell
you before I send you on your way, because, remember, we do have some
engagement activities after the conference today.

06:33:35.000 --> 06:33:41.000
So please be sure to check out our next event, or let's show you.

06:33:41.000 --> 06:33:42.000
Let your ux design pals knows tickets to enterprise us.

06:33:42.000 --> 06:33:45.000
2023 are now on sale. It is going to be in June. It is going to be a
great time.

06:33:45.000 --> 06:33:54.000
You're not going to want to miss it, so please sign up June sixth
through seventh.

06:33:54.000 --> 06:33:59.000
It's gotta be a good time also. Another Rosenfeld media title closing
the loop by show.

06:33:59.000 --> 06:34:02.000
Kababa was just released on March first, so please check it out.

06:34:02.000 --> 06:34:05.000
Buy a copy. She's amazing. She also did. What of our breakouts earlier
today?

06:34:05.000 --> 06:34:10.000
If I'm not mistaken. So it's a couple of you have probably met her and
know how amazing she is.

06:34:10.000 --> 06:34:11.000
As I said, do not go because we have one more event for you in about
40 min.

06:34:11.000 --> 06:34:22.000
It's at 2, 30 Pm. Pacific, whether you're looking for an opportunity
to get advice or vent, or laugh, or cry, or be heard, or make new
friends, or just be with your people.

06:34:22.000 --> 06:34:32.000
Join us for us. Researcher community mixer again, 2, 30 today, right
after I finish talking, grab, a cocktail or a non-coholic beverages.

06:34:32.000 --> 06:34:36.000
That's your thing, and come and hang out with the rest of us for any
details of where to go or how to get there.

06:34:36.000 --> 06:34:42.000
Check out the program page, and lose going to be there. So hey, you
all want to miss hanging out with low.

06:34:42.000 --> 06:34:48.000
I know I never do. All right, let's talk about tomorrow we will start
with a sponsor session at 7 30 Am.

06:34:48.000 --> 06:34:51.000
Pacific, 1030, eastern, so again, East Coast folks, you don't have an
excuse.

06:34:51.000 --> 06:34:57.000
Bring someone that's absolutely free check out user testing sponsor
session.

06:34:57.000 --> 06:34:59.000
We will be starting our main program at 8 A. M. Sharp.

06:34:59.000 --> 06:35:02.000
The theme is transfering our craft, and it is curated by Jim Ahmed,
and they have spent a lot of time curating the content, for it.

06:35:02.000 --> 06:35:15.000

One heck of a finale. You do not want to miss it, but until then, hopefully, I'll see what the mixer in in the 40 min or so, and if I don't I will definitely see you tomorrow.

06:35:15.000 --> 06:35:34.000
8 Am. Bye. Everyone see you soon. Thank you for an awesome day.

06:35:34.000 --> 06:35:40.000
Dream so big and loud I jumped so high I touched clouds.

06:35:40.000 --> 06:35:50.000
Oh! Oh! I stretched my hands out to the sky. We dance with Bye.

06:35:50.000 --> 06:35:58.000
Oh, I'm never going to! I'm never gonna give it up.

06:35:58.000 --> 06:36:04.000
Please don't wake me now.

06:36:04.000 --> 06:36:13.000
Move. This is gonna be the best day of my life. Hello!

06:36:13.000 --> 06:36:22.000
Hello! This is gonna be the best day in the world. Hello!

06:36:22.000 --> 06:36:30.000
I hope. Hello!

06:36:30.000 --> 06:36:40.000
A how will that old friends? And then the sun came crashing in.

06:36:40.000 --> 06:36:44.000
Hello!

06:36:44.000 --> 06:36:48.000
I should be. Days were all.

06:36:48.000 --> 06:37:01.000
The never going to give it up.

06:37:01.000 --> 06:37:11.000
The this is going to be the best day of my life.

06:37:11.000 --> 06:37:29.000
For this?

06:37:29.000 --> 06:37:43.000
I hear outside my window feeling, and my soul songs. Stars were burning, so bright sun was out till midnight.

06:37:43.000 --> 06:38:03.000
I say we hold on, I.

06:38:03.000 --> 06:38:09.000
My heart, and.

06:38:09.000 --> 06:38:24.000
This is gonna be the best day of my life. Hello! I believe
landscaping.

06:38:24.000 --> 06:38:28.000
Landscape, us, everybody!

06:38:28.000 --> 06:38:37.000
Hello!