LAW + DESIGN
WORKBOOK

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Discover the Status Quo

When you have identified a challenge you want to tackle, it's time to explore it in a broad way, from many different points of view.

What do you know about the Status Quo, around this challenge area? **Map out your current knowledge using the 2x2 matrix on the right. Write notes on post-its.**

Spend 10 minutes with both in the pair working on 1 person's challenge. Then switch and work on the 2nd person's challenge, on a new matrix.

Be wide and generous -- anything and everything should be noted down. This could include things you're not completely sure about, but have a hunch or assumption about.

Cover each of the quadrants.

More You Can Do

The workshop constrains you from doing much of the 'Discovery' work that feeds good designs. Back at work, use other methods to understand the status quo from others' points-of-view.

- **Go on a Service Safari.** Watch your office, your waiting room, and other areas -- and see how people are behaving. What can you learn about their experiences, values, and goals?

- **Walk-a-Mile.** Go through the system yourself, from another person's point of view -- a user, a junior colleague, a boss. What does it feel like?

- **Intercept Interviews.** Ask for a few minutes of various stakeholders' time, and ask them the same questions as in the matrix -- what's good, what's not working, what would they prefer?

- **Map + Draw.** Sketch out what a person's journey through the system looks like. What are the steps they take? The emotional highs/lows?

what is going well

current Positives

what could be Better

Future Positives

what is going wrong

current Negatives

what could go wrong

Future Negatives

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Focus On a Person

It's time to come out of the general challenge situation, and think in more specific human experiences.

Reflect back on your matrix. Who are the people you're talking about? Who seems most central to tackling your challenge?

Choose a person to make your target user for the rest of this design cycle. Flesh out an archetype, with the Persona document at the right, to humanize the challenge.

This could be based on a real person, or an amalgamation.

Get specific about this person's experiences and point of view (linked back, mostly, to your challenge area).

Go beyond their surface problems regarding time, money, and tasks -- to deeper values, aspirations, powers, and identities.

More You Can Do

With more time and input, you can be more systematic with your choice of where to focus. Here are more activities and strategies to use later.

- **Make a Stakeholder Map.** Diagram what people are involved, how they relate, and where you want to focus.

- **Do Multiple Personas.** Choose more than one person as your target user. Especially if you are doing a systems-change challenge, have an end-user, a professional, a funder, and beyond. Still give priority to one or two.

- **List out User Requirements.** Make sense of the key things to do, and to not do, to resolve the challenge situation from your user's perspective.

- **Capture Your User's Props, Quotes, and Documents.** Collect things beyond just words about your target stakeholders. Lay out a board with big quotes, insights, things they use, pictures of their settings, etc.

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PERSONA

PROBLEMS, NEEDS (short term, transactional, on the surface)

VALUES, GOALS (long term, experiential, deeper)

NAME
AGE
WORK
BIOGRAPHIC DETAILS

TECH INFO + PREFERENCES

3
Reframe the Challenge

You started the design cycle with a broad challenge. You got **more specific** to a particular person. Now let's focus in further, on a specific problem for this person.

And we will be **more intentional** with how to ask questions that lead to breakthrough ideas.

In pairs, **scope at least 4 different design briefs for your challenge**, using the prompts and models at the right.

Write each brief as a 'How' question. **Put it on a post-it,** and stick it on one of the 4 question boxes.

Beware of the most common fail-point here. **Don't bake a solution into the brief.** You shouldn't already have a 'noun' of how you will address the challenge (an app, a toolkit, a calculator). Instead focus on verbs and adjectives.

More You Can Do

Getting to the right design brief takes time. Use analogous thinking and problem-mapping to help you find the right opportunity or need to be focusing your design work.

- **Analogous Worlds.** Brainstorm and scout what other people deal with challenges analogous to yours. In medicine, finance, education, government, retail, games, sports, food, entertainment, military -- who can we in law be learning from?

- **Problem Laddering.** Write out the challenge you've scoped for your user. Now go up, writing down reasons Why this problem exists. Then go down, writing manifestations of How this problem shows up. Should you focus on one of these other framings?

- **Test run your Brief.** The ideas and insights you can come up with depend on how good your question is. Try out a few with different colleagues, to find the most inspiring.

USER NEED

How might we help [USER] to [NEED] because [INSIGHT INTO their situation]?

How might we help a 25 year old Latina accountant deal quickly with her traffic ticket, because she wants to fight it but can't get to court?

EXTREME EMOTION

How might we make [user] feel extreme [emotion] when [situation]?

How might we make Elena feel extreme faith in the traffic court when contesting her ticket?

OPPOSITE

How might we make [User] experience [bad outcome]?

How might we make Elena feel completely taken advantage of by the traffic court system?

ANALOGY

How would [analogous actor] solve [User]'s problems in [situation]?

How would starbucks solve Elena's problems dealing with her traffic ticket?

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Brainstorm Wide

In pairs, 10 minutes each

Resist the urge to go straight to the first solution that you thought of. The best way to get a great idea is to get lots of ideas, and build off of each others' creativity.

We'll use a Creative Matrix to stretch our thinking about how to resolve the design briefs we set out.

With your partner, lay out two of your post-it design briefs as the columns of the matrix. Then, **come up with as many ideas as you can to fill the whole matrix.**

Follow the ground rules:

1. No criticism or analysis.

2. Write down every idea.

3. Set aside all constraints -- money, regulation, time, laws of physics, technology limits, etc.

4. Build off each others' ideas. Tune into your partner.

More You Can Do

There are some practices to unlock creative inspiration and avoid one of lawyers' favorite sports, shooting down ideas.

- **Silent Brainstorm.** In a group, everyone take a piece of paper. Fold it into thirds. Each person use the top third of their paper to write down an ambitious idea to solve the challenge. Then pass to the right. Look at the previous person's idea, and write on the middle third the main reason this idea will fail. Pass to the right. Look at the others' idea, and criticism -- and your job is to save the original idea, but adjusting it to address the criticism. Everyone share their complete sheets, and discuss.

- **Bodystorming and Envisionment.** Bring your brainstorm into the place where the challenge exists. Act the user's experience out, while coming up with ideas. Draw ideas on photos of the place -- or on the place itself.

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Products

Services

Policies

Wildcard

How might we help Elena feel extreme faith in courts?

How could traffic court professionals learn from Jet Blue to serve Elena?

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Make Sense + Prioritize

Time to prioritize which of the ideas you want to prototype.

This is one of the most precarious part of the design process. As you come out of the constraint-free, criticism-proof brainstorm, you might be tempted to choose the idea that is most 'do-able'.

Instead, use the 3 factors on the right to evaluate the brainstormed concepts.

Select the top 5 ideas that you think have value, that you could share with colleagues, users, or other stakeholders. Transfer those post-its onto the page.

Finally, **choose the one idea** that you are the most excited about, which would best serve your user and the system. That is the one you'll prototype (knowing there's a backlog of other ideas if it fails).

More You Can Do

After a brainstorm, you leave many ideas behind -- but you can still capture their inspiration. And you can return to them later, if your first direction fails.

- **Affinity Clusters.** Group your ideas in families. Cluster related ideas, so you can better summarize (and recall) what you've come up with.

- **Importance vs. Difficulty Matrix.** Draw a 2x2 matrix, with Importance of the idea on the Y-axis, and Difficulty of implementing on the X-axis. Plot your ideas or clusters in the quadrants. Which are important but less difficult ideas?

- **Science Fair.** Invite your colleagues and stakeholders to review your top ideas from the brainstorm -- including some of the most radical and impractical ones. Lay them out in a catalogue or a gallery. Have the audience leave comments, votes, and edits for you.

Which Ideas are... .

✓ MOST FEASIBLE
You could actually do this in the next year.

☺ MOST DELIGHTFUL
Your target user would be so happy if this existed.

⚡ MOST Breakthrough
People's minds would be ≡BLOWN≡ that you did this — the system would be transformed.

TOP IDEA!

Idea

Idea

Idea

Idea

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Prototype

How can you test out your chosen idea as quickly as possible? Learn if it's worthwhile, what unexpected behavior results, and what you need to change.

Use one of the methods on the right to create a testable prototype.

Boil your grand idea down to its essence -- and quickly build a scrappy version of it.

It should not be a text description of the idea. No paragraphs.

It should be something a tester could interact with, and have an experience around.

Ideally, you will have a question you're trying to answer with the prototype, that you can learn by testing it. Aim to test people's behavior, not what they say --so the more interactive, the better.

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More You Can Do

Depending on how far along with your idea, you could try different kinds of prototyping.

- **Co-Design.** Invite your users and other stakeholders to prototype with you. Let them craft the things and set the direction.

- **On-site Prototyping.** Can you create a mock-up of the new thing that you want to build, and put it in the real place and time that it is intended to go? See how people react, and have them tell you how to make it better. You can edit it immediately, and get feedback on the new version.

- **Enactment.** Your team can act the entire new thing out -- how the user would encounter it, what they'd do with it, and how it would change them. Record it in a photo storyboard or a video. As you act it out, it will help you refine your idea -- and the recording can then be tested with your stakeholders.
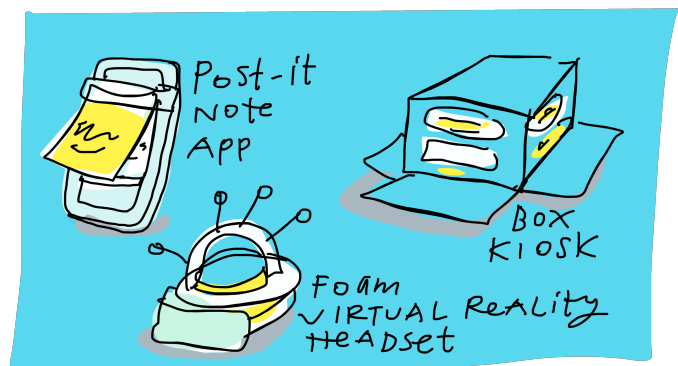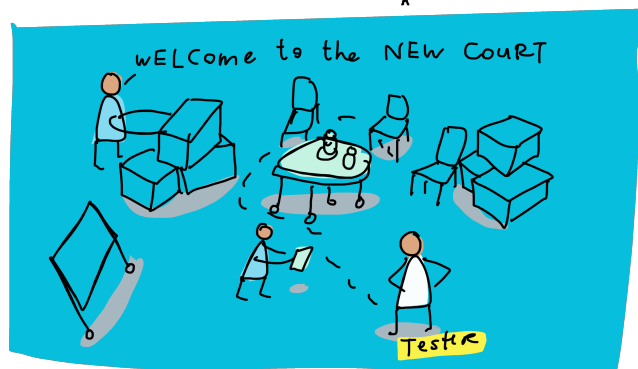
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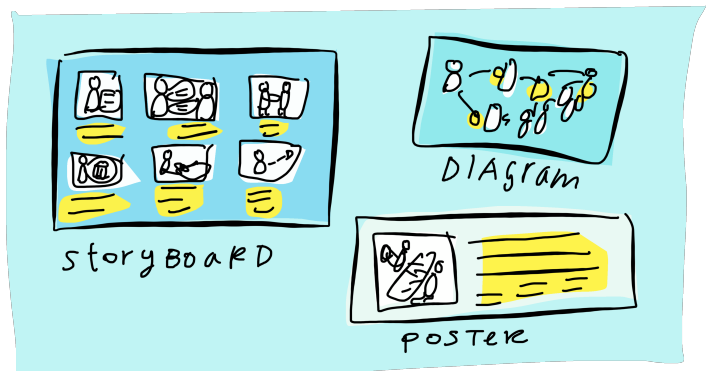
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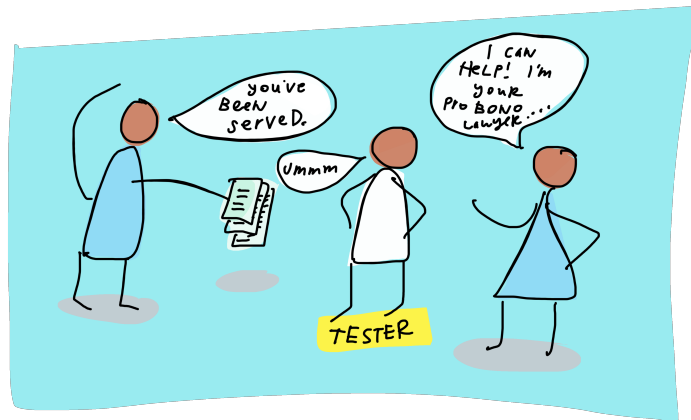
Make a Prop

Change the SPACE

What's the QUESTION you're trying to Answer?

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Testing

Get critical feedback as early as possible for your idea.

Take your prototype to another person to test with them for about 5 minutes. Then switch.

Don't pitch your idea.

Don't explain your idea.

Set the scene for your tester -- tell them where they are, and, potentially, who they are.

Then let them experience your prototype. Ask them to talk out loud about what they're thinking.

Resist the urge to defend your prototype. Invite criticism. Ask them about what could go wrong, or what could be better.

Take notes on what they say and how they behave. These can lead you to refinements to (or abandonment of) your idea.

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More You Can Do

Even if you don't have a lot of money or expertise in user testing, it's worth doing whatever you can. Don't wait until you have a high-resolution prototype to test -- you will be at a point where you'll be looking for confirmation of your idea and tweaks to it.

- **Field Test.** Put your prototype into its real intended context. see how people react. Intercept people, and ask for feedback.

- **A/B Test.** Have two different prototypes to test against each other. Channel users to different ones, or let them choose. Compare how they behave, and what they like.

- **Invite a Friend Test.** Recruit testers for individual tests, but have them bring along a close friend or relative. Let them test your prototype together. Hopefully they will hold each other to honesty -- talking more about how they actually behave, and not just how they like to be perceived.
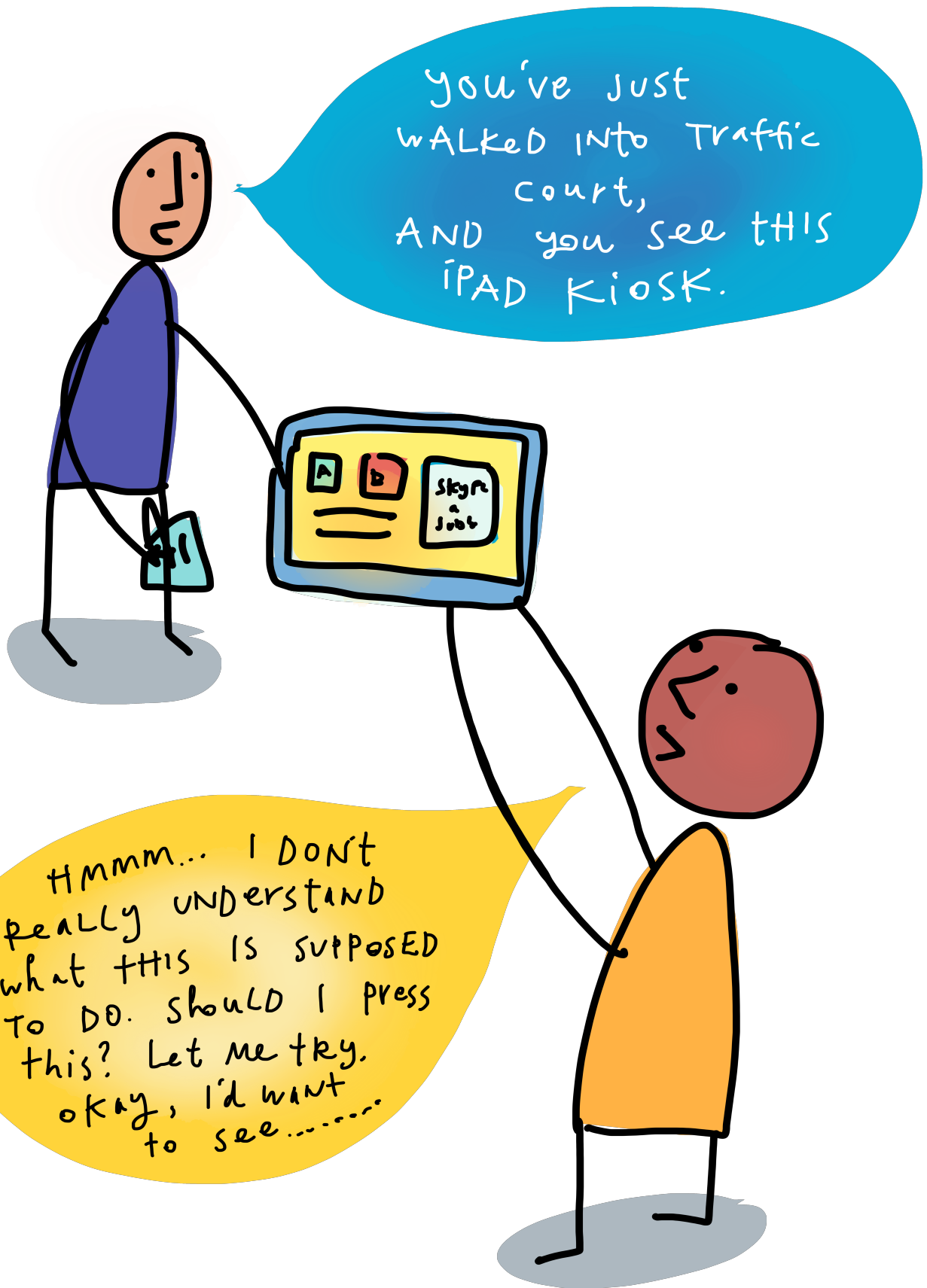
Take It Home Experiment

What is within your power to experiment with immediately, to improve your work, your users' experience? Scope out a prototype you could put into action in the next month.

You can use your prototype from today. Or make an even better one — but still quickly, scrappily and within the next 2 weeks. Test it out to learn more about your users, and to vet the idea.

Who will you focus on?

What's your prototype?

How can you do it in 1 month?

What do you want to learn?

Good luck and stay in touch! http://legaltechdesign.com

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