

# User-Centered Design

SWE 632  
Fall 2015



# In class exercise

- Today's question:
- What makes great software?

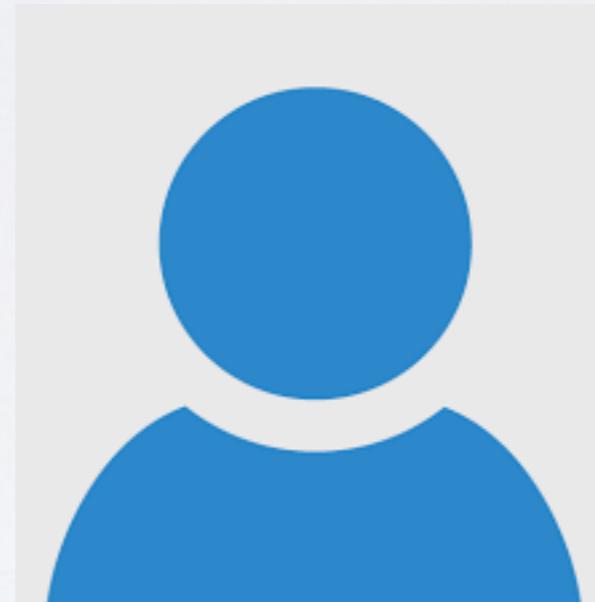
# What makes great software?

# Administrivia

- HW2 due today
- HW3 due in 1 week

# User-centered design

# User-centered design

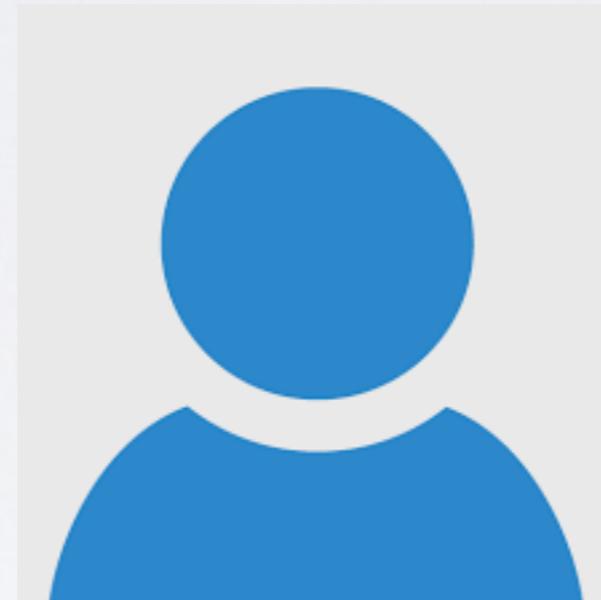


# User-centered design

Who are  
the users?

How does the product fit into  
the broader context of their lives?

What are the  
user's needs?



What problems  
may users  
encounter w/  
current ways of  
doing things?

What are the  
user's tasks and  
goals?

What extreme  
cases may  
exist?

# Technology-centered design

What can  
this  
technology  
do?

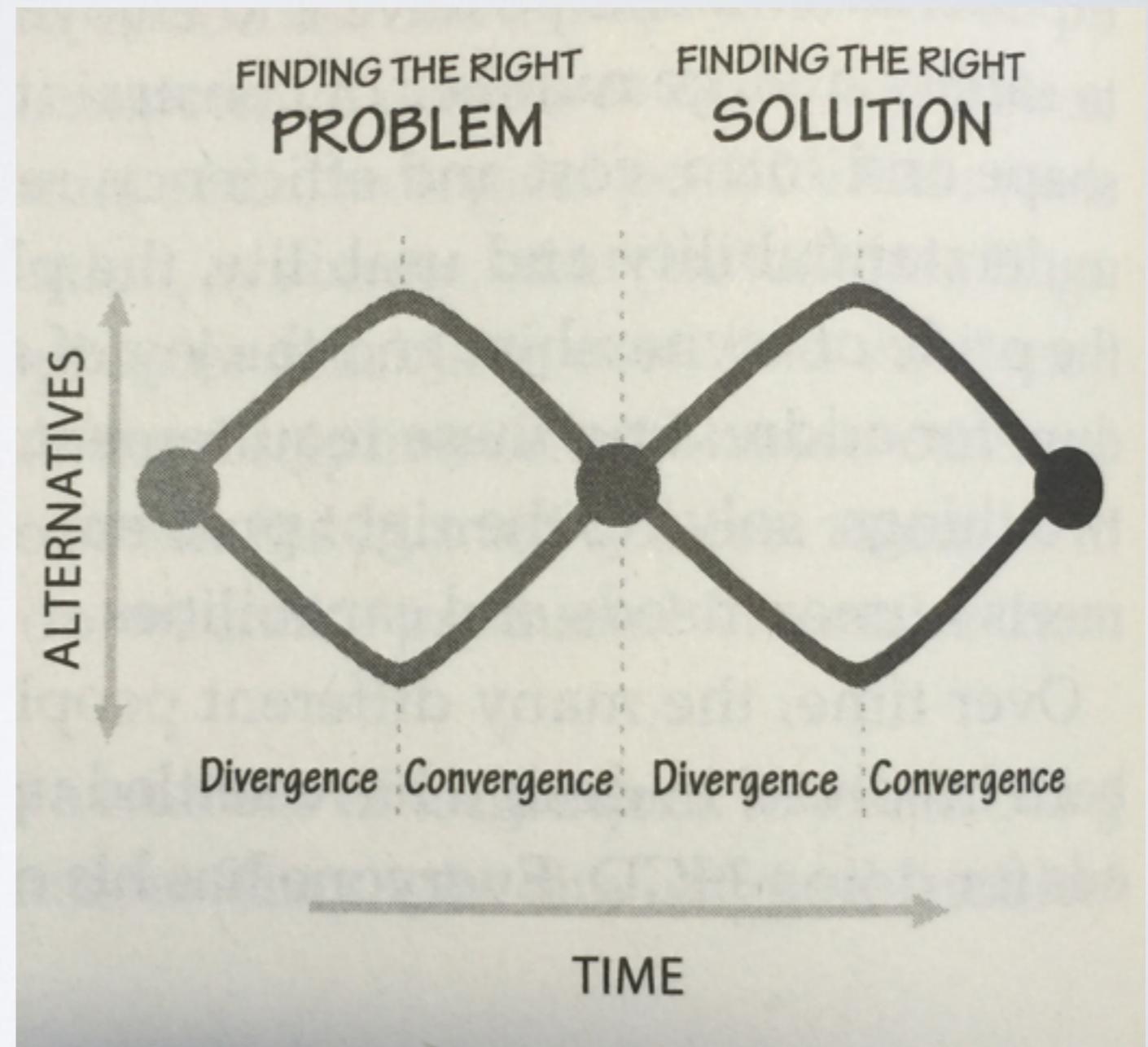


How might  
users use it?

What  
features  
does it have?

# Double diamond model of design

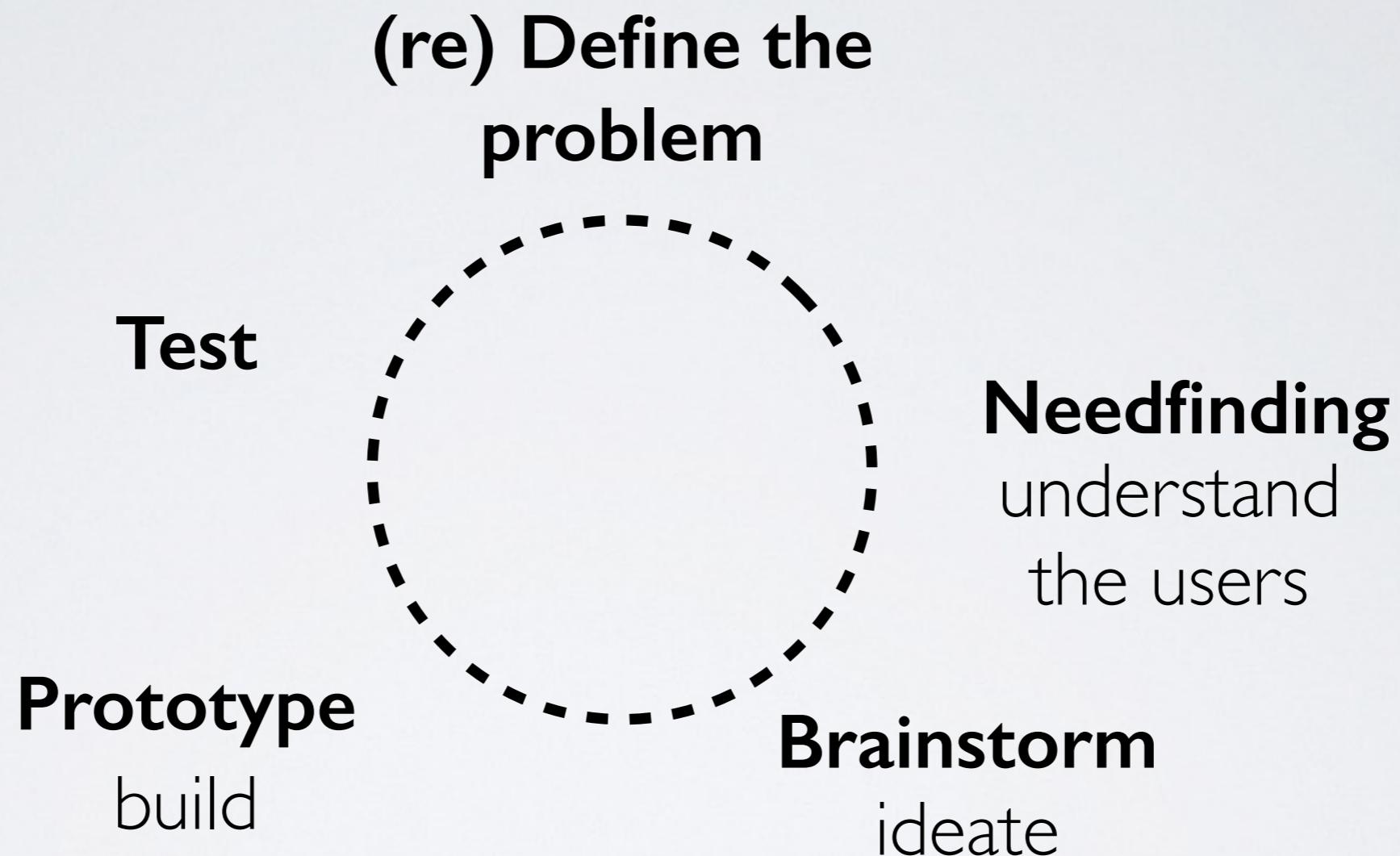
- Question problem, expand scope, discover fundamental issues
- Converge on problem
- Expand possible solutions
- Converge on solution



# Fail fast

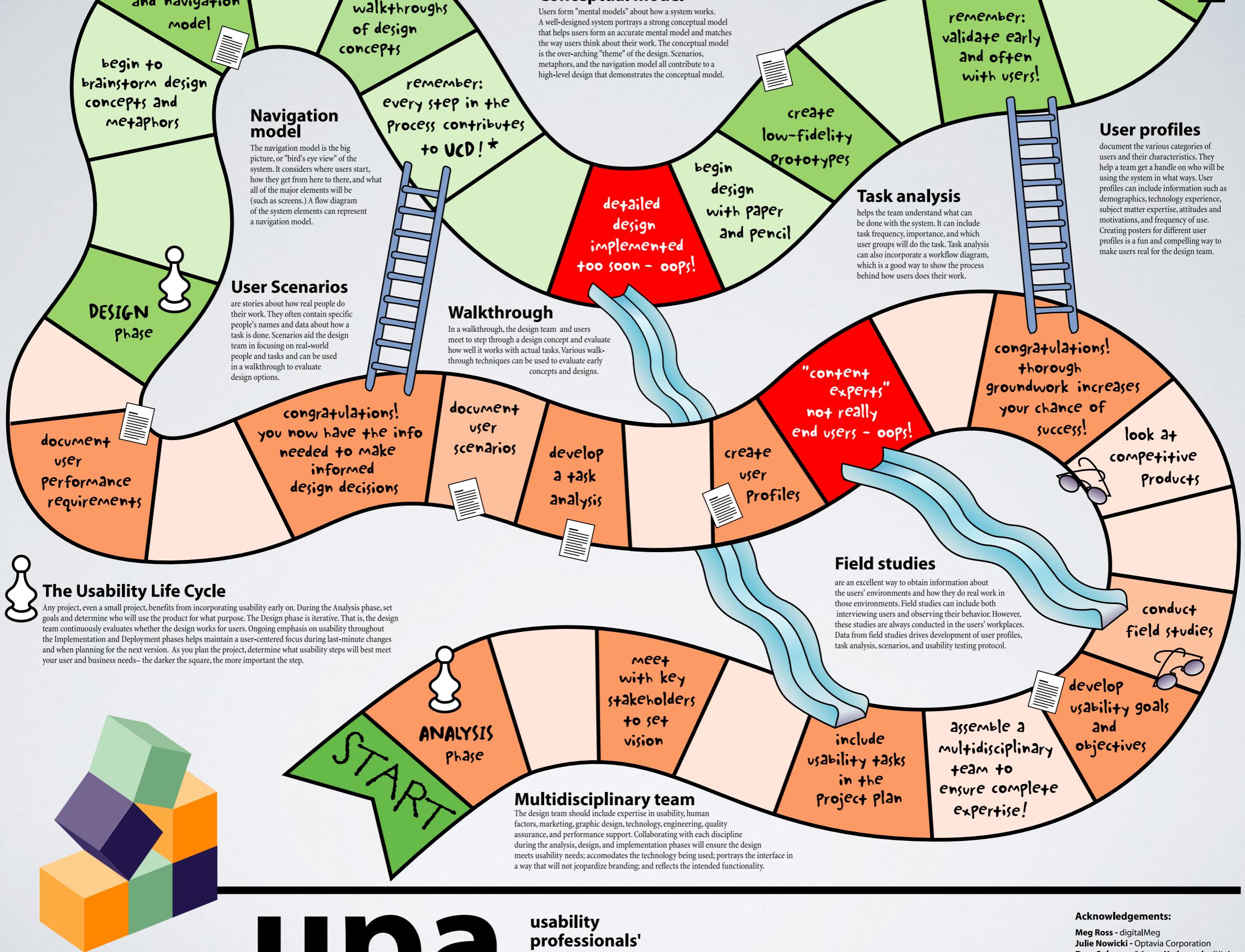
- “Fail frequently, fail fast” David Kelley, founder of Ideo
- Failure is **learning** experience
- Crucial to understand correct **problem** to solve & ensure solution is appropriate
- Abstract requirements are invariably wrong
- Requirements produced by asking people what they want are wrong

# Iterative model of design



# Iteration

- Repeated study and testing
- Use tests to determine what is working or not working
- Determine what the problem might be, redefining the problem
- Collect more data
- Generate new alternatives



# upa

# usability professionals' association

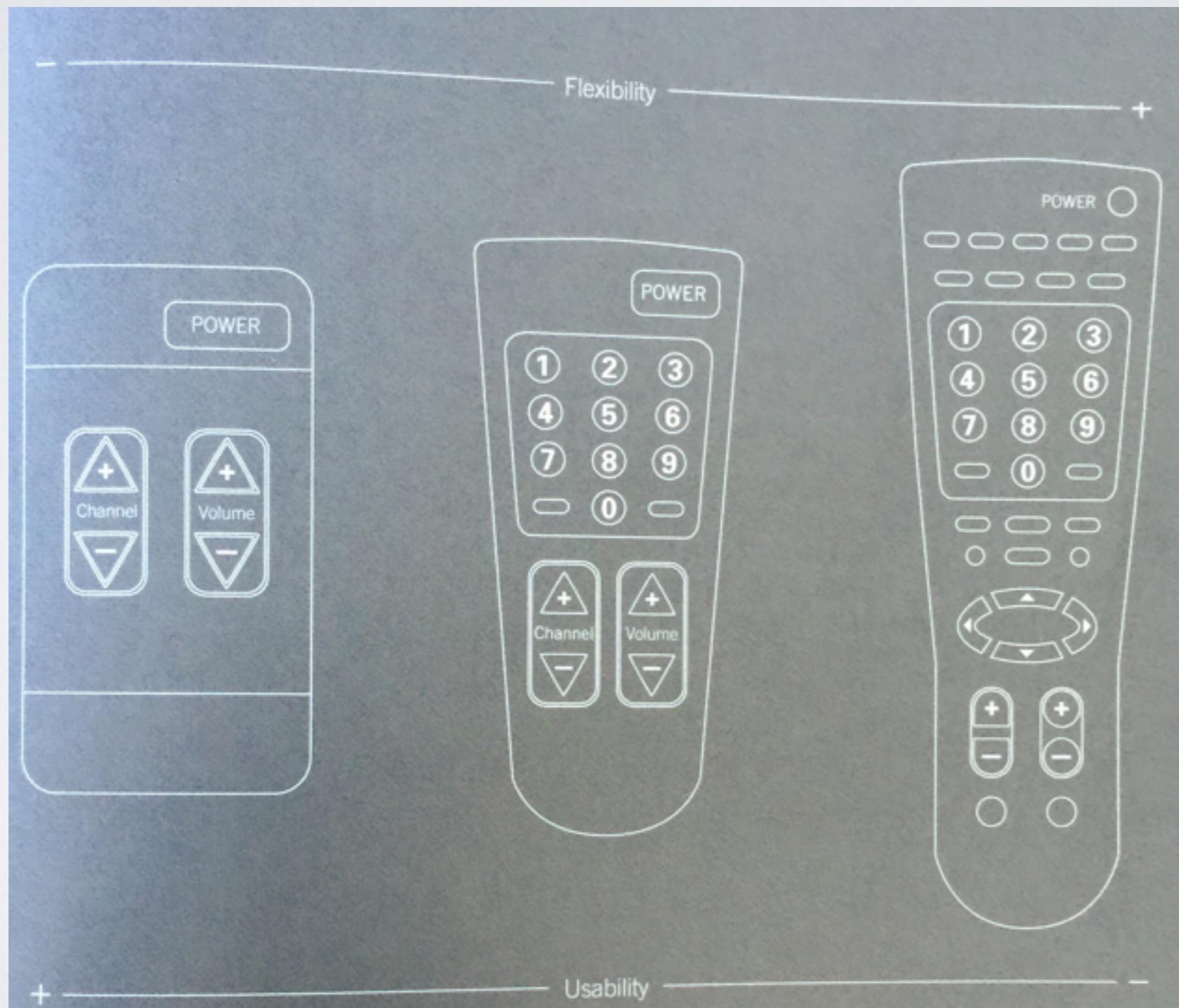
[www.upassoc.org](http://www.upassoc.org)

#### Acknowledgements:

**Acknowledgements:**  
**Meg Ross** - digitalMeg  
**Julie Nowicki** - Optavia Corporation  
**Dara Solomon & Larry Yarbrough** - iXL, Inc.  
**Charlotte Schwenderman** - Consultant

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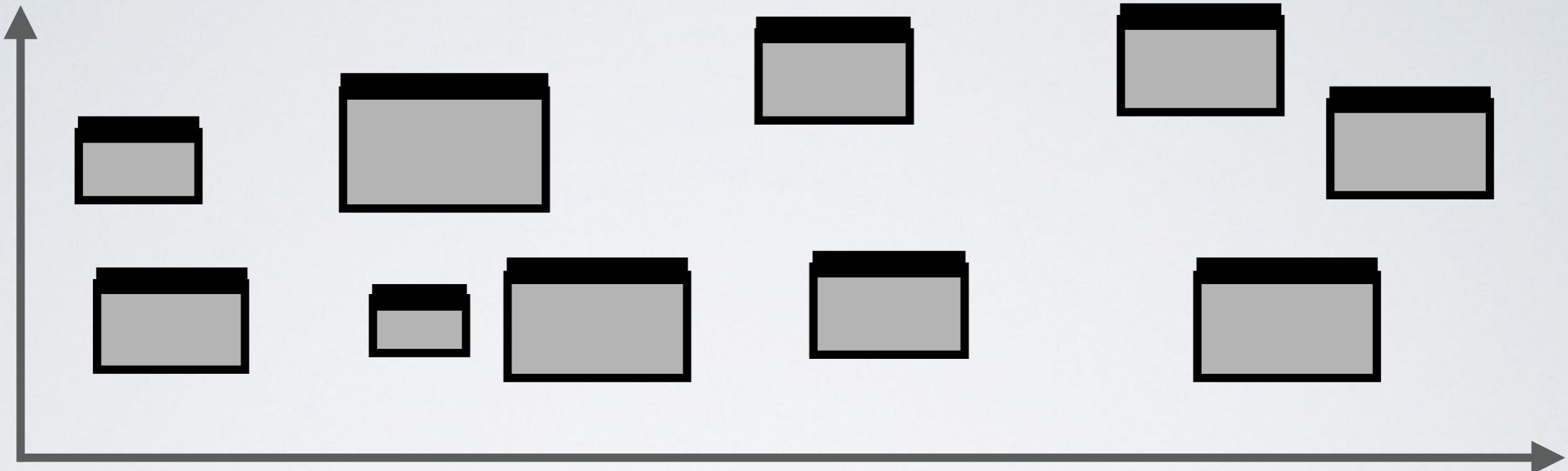
# Flexibility-usability tradeoff



# Flexibility-usability tradeoff

- Jack of all trades, master of none
- Better understanding needs enables specialization and **optimization** for common cases
- System evolution over time:
  - flexibility —> specialization

# Navigating a design space



- What are key decisions in interaction design
- What alternatives are possible
- What are tradeoffs between these alternatives

# Hierarchy of design decisions

- What are you (**re**)designing?
  - the width of the text input
  - the maximum length of a valid username
  - when in the signup process users enter their username
  - if the user must create a username when signing up
  - whether users are anonymous or have a login
  - if users can interact with other users in your application

# Picking the right level of redesign

- Where are the user's pain points
- What are the underlying causes
- What would be the value to the user of addressing issue
- What do you have time to build (or change)

# Activities and tasks

- **Activity** - set of tasks performed together for a common goal
  - Go shopping
- **Task** - component of an activity, organized cohesive set of operations towards a single low-level goal
  - Drive to market
  - Find shopping basket
  - Find item in store
  - Pay for items

# Activities and tasks

- Activities are **hierarchical**
- High-level activities spawn other activities, spawn tasks
- Software supports tasks and activities
- Important to design for **activities**, not just tasks
  - Support whole activity seamlessly
  - Ensure interactions between tasks do not interfere

# Example - iPod

- Supports entire activity of listening to music
  - discovering music
  - purchasing music
  - getting it into music player
  - developing playlists
  - sharing playlists
  - listening to music
  - ecosystem of external speakers and accessories



# Example

# Observations of investigation & debugging in a complex codebase

## Participants



13 developers

median 2.5 yrs  
industry experience

## Tasks

90 minute investigate &  
fix design problem

x 2

55 KLOC Java application (jEdit)

When painting the last line of a file, `Buffer.isFoldStart()` doesn't call `getFoldLevel()`, hence the `foldLevelChanged()` event might not be sent for the previous line. Identify and fix problems with this design:

### Task 1

#### Code smells

Ignoring the return value of a getter  
Using getter for its effects

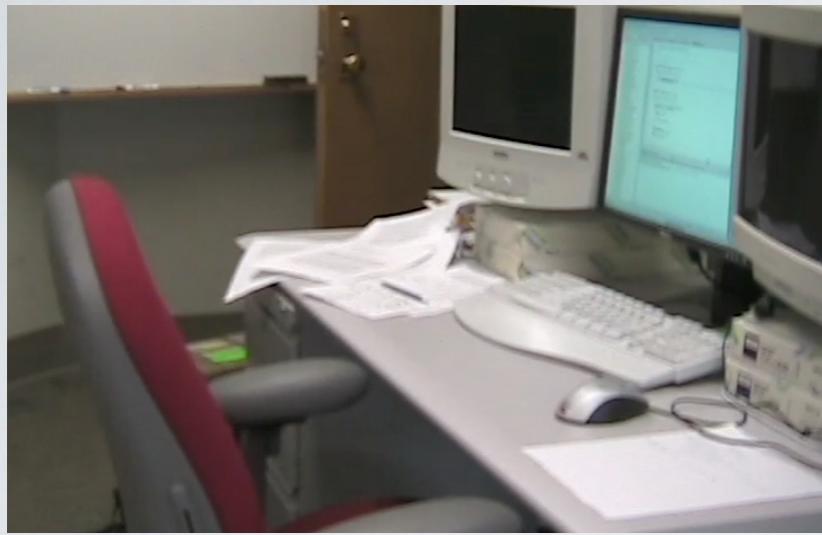
#### Architecturally questionable

Changing buffer state from another component

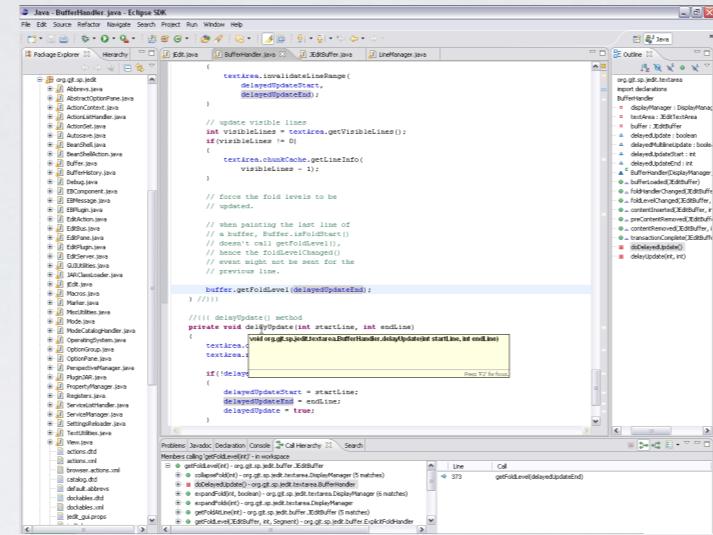
### Task 2

When a file is opened, a number of redundant UI updates are performed that reduce performance. Identify these updates and fix the design to reduce them.

# Data collected



Wide video camera



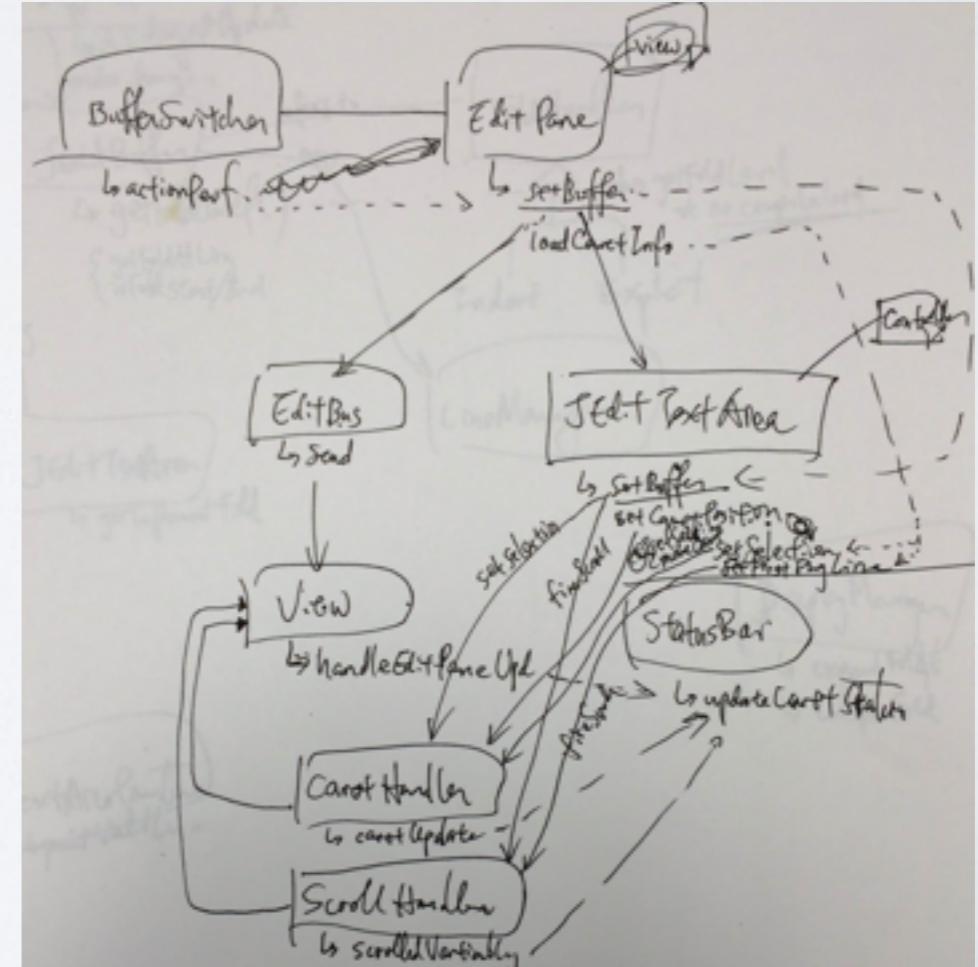
Camtasia screen video

observer notes

Notepad - 2-03 task analysis, session 26 minutes

- 1. Starting at full resolution on updateHandler when he was assigned to do the task.
- 2. Was confused about not having enough time to do it before he did the task.
- 3. Looking at `getVisibleLines()` and `getDelayedUpdate()`.
- 4. 0.00 - 0.05: `getVisibleLines()`. Didn't want to be able to understand `getVisibleLines` from that `getVisibleLines()` he was looking at.
- 5. 0.05 - 0.10: `getDelayedUpdate()`. Didn't want to be able to understand `getDelayedUpdate` from that `getDelayedUpdate()` he was looking at.
- 6. 0.10 - 0.15: `getVisibleLines()`. Didn't want to be able to understand `getVisibleLines` from that `getVisibleLines()` he was looking at.
- 7. 0.15 - 0.20: `getDelayedUpdate()`. Didn't want to be able to understand `getDelayedUpdate` from that `getDelayedUpdate()` he was looking at.
- 8. 0.20 - 0.25: `getVisibleLines()`. Didn't want to be able to understand `getVisibleLines` from that `getVisibleLines()` he was looking at.
- 9. 0.25 - 0.30: `getDelayedUpdate()`. Didn't want to be able to understand `getDelayedUpdate` from that `getDelayedUpdate()` he was looking at.
- 10. 0.30 - 0.35: `getVisibleLines()`. Didn't want to be able to understand `getVisibleLines` from that `getVisibleLines()` he was looking at.
- 11. 0.35 - 0.40: `getDelayedUpdate()`. Didn't want to be able to understand `getDelayedUpdate` from that `getDelayedUpdate()` he was looking at.
- 12. 0.40 - 0.45: `getVisibleLines()`. Didn't want to be able to understand `getVisibleLines` from that `getVisibleLines()` he was looking at.
- 13. 0.45 - 0.50: `getDelayedUpdate()`. Didn't want to be able to understand `getDelayedUpdate` from that `getDelayedUpdate()` he was looking at.
- 14. 0.50 - 0.55: `getVisibleLines()`. Didn't want to be able to understand `getVisibleLines` from that `getVisibleLines()` he was looking at.
- 15. 0.55 - 0.60: `getDelayedUpdate()`. Didn't want to be able to understand `getDelayedUpdate` from that `getDelayedUpdate()` he was looking at.
- 16. 0.60 - 0.65: `getVisibleLines()`. Didn't want to be able to understand `getVisibleLines` from that `getVisibleLines()` he was looking at.
- 17. 0.65 - 0.70: `getDelayedUpdate()`. Didn't want to be able to understand `getDelayedUpdate` from that `getDelayedUpdate()` he was looking at.
- 18. 0.70 - 0.75: `getVisibleLines()`. Didn't want to be able to understand `getVisibleLines` from that `getVisibleLines()` he was looking at.
- 19. 0.75 - 0.80: `getDelayedUpdate()`. Didn't want to be able to understand `getDelayedUpdate` from that `getDelayedUpdate()` he was looking at.
- 20. 0.80 - 0.85: `getVisibleLines()`. Didn't want to be able to understand `getVisibleLines` from that `getVisibleLines()` he was looking at.
- 21. 0.85 - 0.90: `getDelayedUpdate()`. Didn't want to be able to understand `getDelayedUpdate` from that `getDelayedUpdate()` he was looking at.
- 22. 0.90 - 0.95: `getVisibleLines()`. Didn't want to be able to understand `getVisibleLines` from that `getVisibleLines()` he was looking at.
- 23. 0.95 - 1.00: `getDelayedUpdate()`. Didn't want to be able to understand `getDelayedUpdate` from that `getDelayedUpdate()` he was looking at.

Demographic questions  
Thinkaloud audio  
Post task interviews  
Code after changes  
Participant typed notes  
Notepaper video camera



Participant handwritten notes

# Transcripts and analysis

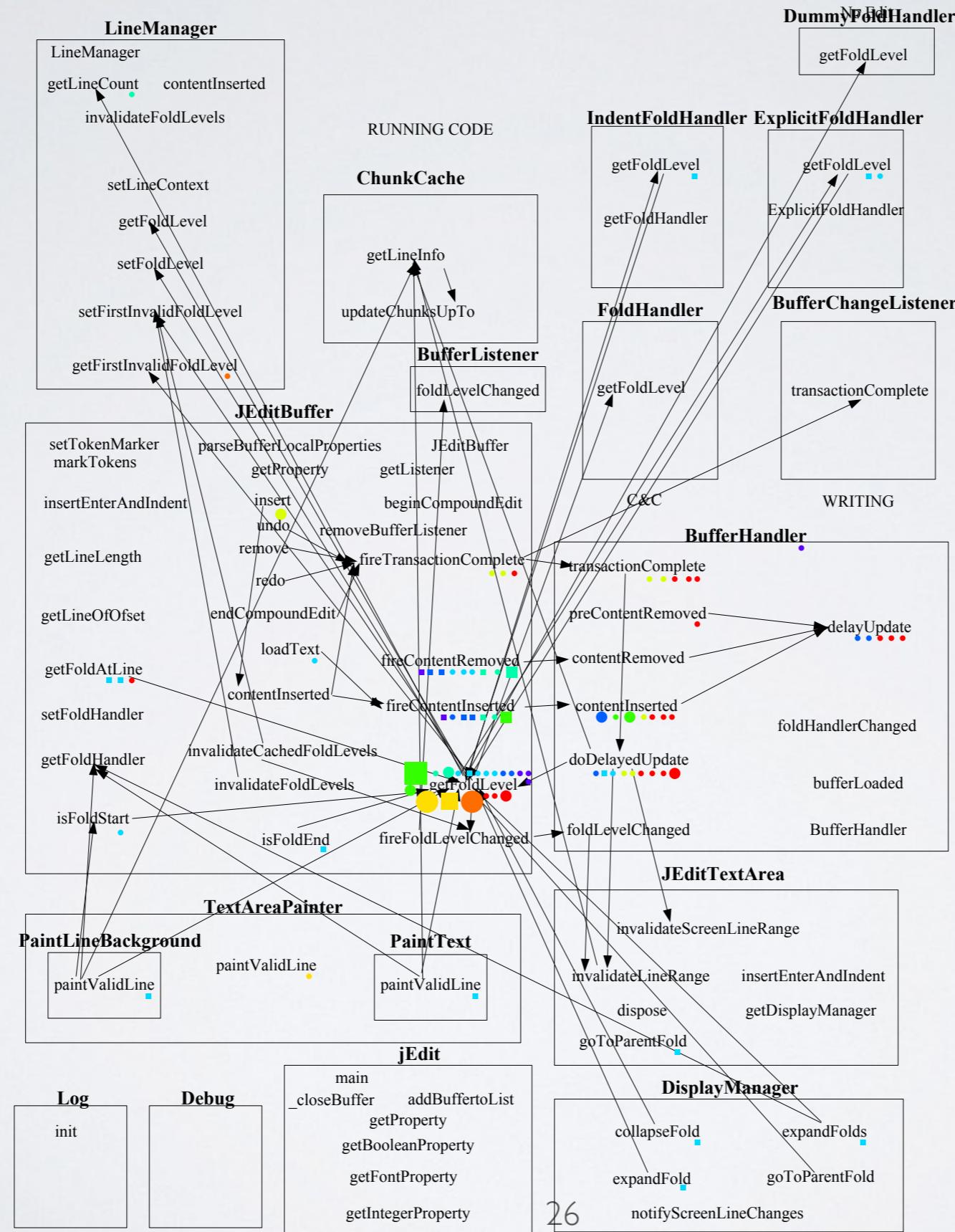
time  
code

time	goal	action	target	think aloud
		Reading	your codelevel()	
		Scrolling		So the first thing that I'm going to do is I'm going to separate the functionality from that transaction ??? Modifier. And if I have time I'll think about the other [problem]
7:56		Scrolling	[top]	
	<b>Add fold level caching</b>	Edit	Start adding field	
		Scrolling		
		ReferencesTo	getFoldLevel()	
				Is there a way to remember this position so I can come back to exactly this place? [didn't know] Oh, I can remember the line number, right?
7:57		Scrolling	[top]	
		Edit	added field - int latestFoldLevel = 0	
7:58		OutlineTo	getFoldLevel()	
		Edit	adding method - setFoldLevel()	
		Edit	[copying and pasting code from getFoldLevel()]	
7:59		Reading	getFoldLevel()	
		DPC		Ok, so I'm thinking of having a hash table that associates each line number with the fold level of that line. And then when I <b>Breakdown - LineManager already doing this</b>
8:00				So then I can have two functions, one which modifies the fold level associated with the line number and the other that just gets it from the hashtable. So can I look up the hashtable API [yes, allowed to]
		Edit	small fix to setFoldLevel()	
8:01		Scrolling	JEditBuffer.latestFoldLevel	

(11,821 lines)

Hierarchy of goals & actions  
 Design decisions  
 Length & reason for breakdowns  
 Different strategies used for achieving the same goals  
 Differences in pieces of system explored  
 Code changes and defects introduced

# Analysis - Navigation & Changes



# Analysis - Facts

Developers navigated code to answer questions and learn **facts** about code

Examples:

Whenever the window scrolls, the caret status must be updated.

Whenever the cursor moves, the caret status must be updated.

Whenever the buffer changes, the caret status should be updated once.

EditBus is for low frequency events, not high frequency events like buffer edits

When the buffer change EditBus message is sent, the text area has not yet been updated with the new buffer's info.

Developers sometimes were **unsuccessful** answering their questions.  
made optimistic or pessimistic assumptions

Developers sometimes made **false assumptions**

# Examples of false beliefs and questions answered incorrectly

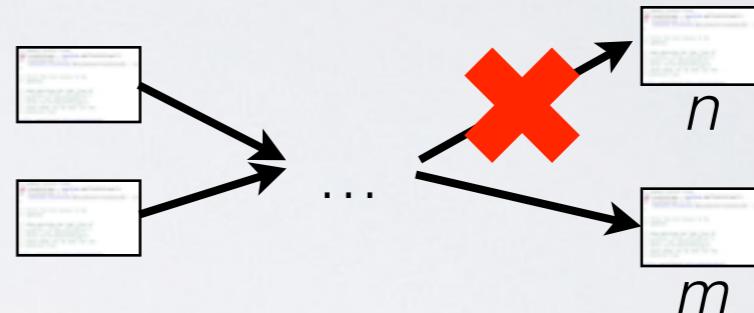
## False assumption

Method  $m$  need not invoke method  $n$ , as it is only called in a situation in which  $n$  has already been called.

...

## Correct fact about control flow

$m$  is called in several additional situations in which  $n$  has not been called.



## Question answered incorrectly

Why is calling  $m$  necessary?

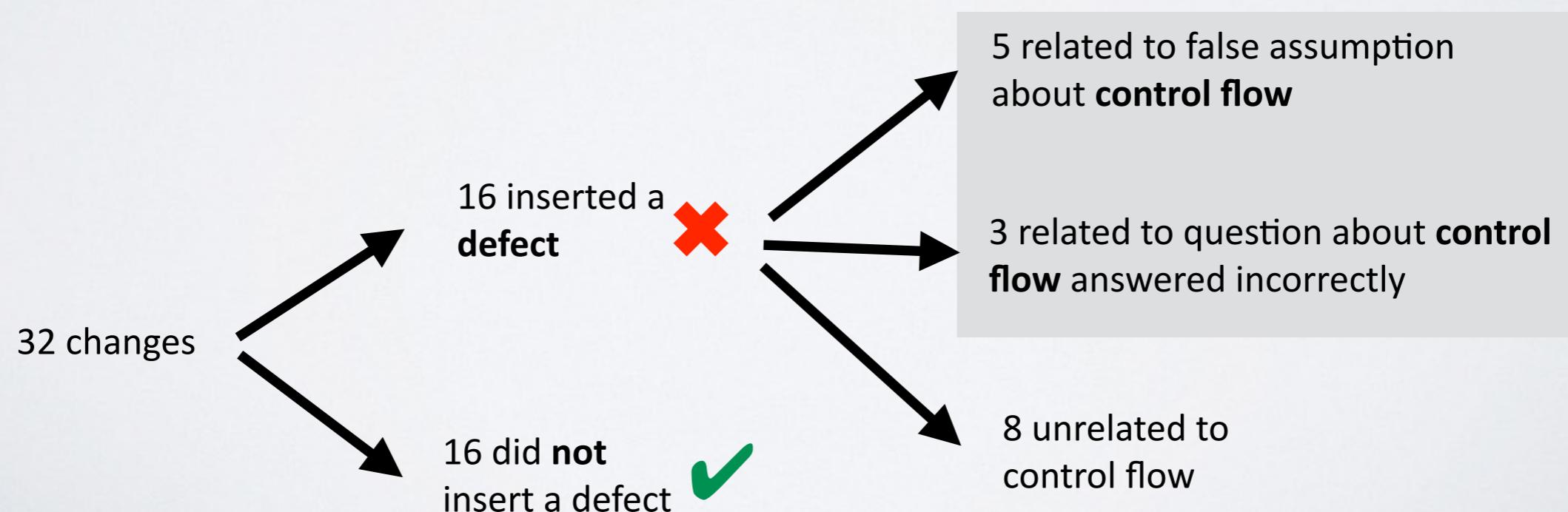
## Correct fact about control flow

$m$  indirectly calls a function that updates the screen.



# Findings

- ▶ Developers seek task-relevant information by asking **questions** and navigating code to learn facts about code
- ▶ Developers built **mental models** (sometimes externalized in sketches and notes) of control flow
- ▶ Developers sometimes hold **false beliefs** about code because they answered questions incorrectly or made false assumptions
- ▶ False beliefs about **control flow** led developers to introduce defects



# Limitations

Study of developers making changes to codebase they've **never seen before**

- Maybe developers working with unfamiliar code in a familiar codebase do not have these challenges?

Two tasks in a **single** codebase

- Maybe other tasks or codebases do not have these challenges?

Are these challenges typical of real world software development?

# Observations of developers in the field

## Participants



## 17 professional developers

~90 minutes

## Tasks

picked one of **their** own coding tasks involving unfamiliar code

## Transcripts

Interesting. This looks like, this looks like the code is approximately the same but it's refactored. But the other code is.

Changed what flags it's ???

He added a new flag that I don't care about. He just renamed a couple things.

| Well.

So the change seemed to have changed some of the way these things are registered,

but I didn't see anything that talked at all about whether the app is running or whether the app is booted. So it seems like, this was useless to me.

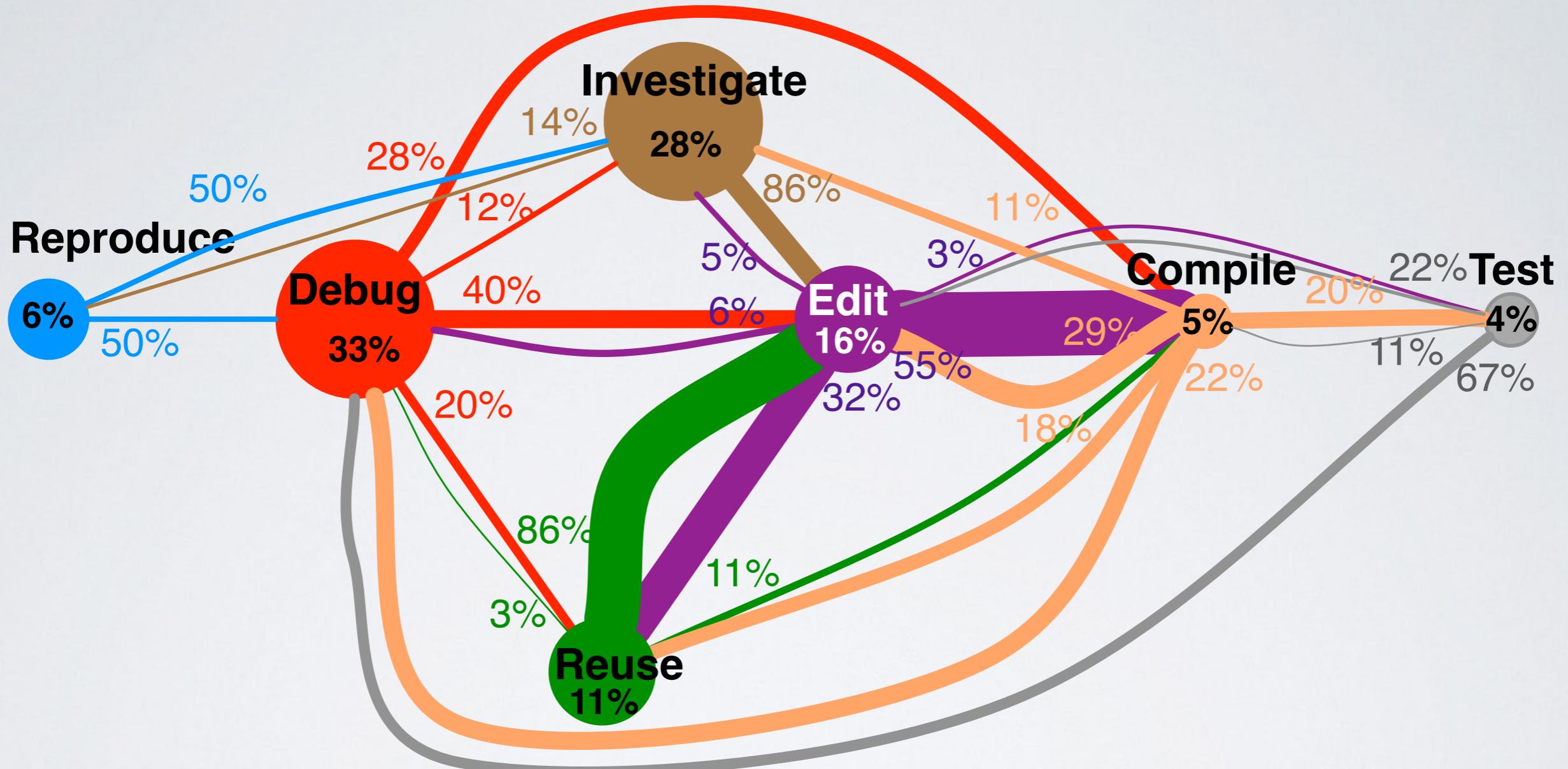
(annotated with observer notes about goals and actions)

(386 pages)

# Activities

OBSERVATION	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41
1		C	C	C	C	R	R	R	I	I	U	U	U	U	U	U	R	R	R	R	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I			
2		E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E				
4																	R	R	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D				
5																	H	H	H	H	H	H	H	H	H	H	H	H	H	H	H	H	H	H	H	H	H	H	D			
6		D	D	D	D	D	D	D	D	U	U	U	U	U	U	U	U	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D					
7		R	R	R	R	R	R	R	R	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D					
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11	D	D	D	D	D	D	D	D	E	B	B	B	T				T	T	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D					
12	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	T	C					
13	B	E	H	H	H	H	H	H	H	E	B	D	B	D	H	E	B	H	E	B	H	E	B	H	H	H	H	B	?	B	?	B	?	H	H	?						
14			I	I	I	I	I	I	I	U	U	U	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	?	E	L	L	L	L	L						
15				I	I	I	I	I	I	E	H	E	H	H	H	H	E	H	H	H	H	E	H	E	E	E	E	E	E	E	E	E	E	E	D	E						
16	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	E	E	H	H	H	H	H						
18				I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
19	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D						
20																																E	E	H	H	B	B	B	L			

# Coding activities working with unfamiliar code



Circle size: % of time

Edge thickness: % of transitions observed

# Longest activities related to control flow questions

## 4 out of the 5 longest investigation activities

Primary question	Time (mins)	Related control flow question
How is this data structure being mutated in this code?	83	Search downstream for <b>writes</b> to data structure
“Where [is] the code assuming that the tables are already there?”	53	<b>Compare</b> behaviors when tables are or are not loaded
How [does] application state change when <i>m</i> is called denoting startup completion?	50	Find field <b>writes</b> caused by <i>m</i>
“Is [there] another reason why <i>status</i> could be non-zero?”	11	Find statements through which values <b>flow</b> into <i>status</i>

## 5 out of the 5 longest debugging activities

Where is method <i>m</i> generating an error?	66	Search downstream from <i>m</i> for <b>error</b> text
What resources are being acquired to cause this deadlock?	51	Search downstream for <b>acquire</b> method calls
“When they have this attribute, they must use it somewhere to generate the content, so where is it?”	35	Search downstream for <b>reads</b> of attribute
“What [is] the test doing which is different from what my app is doing?”	30	<b>Compare</b> test traces to app traces
How are these thread pools interacting?	33 19	Search downstream for <b>calls</b> into thread pools

# Longest debugging activity

Where is method *m* generating an error?

Rapidly found method *m* implementing command

Unsure where it generated error

static call traversal

Statically traversed calls looking for something that would generate error

debugger

Tried debugger

grep

Did string search for error, found it, but many callers

debugger

Stepped in debugger to find something relevant

static call traversal

Statically traversed calls to explore

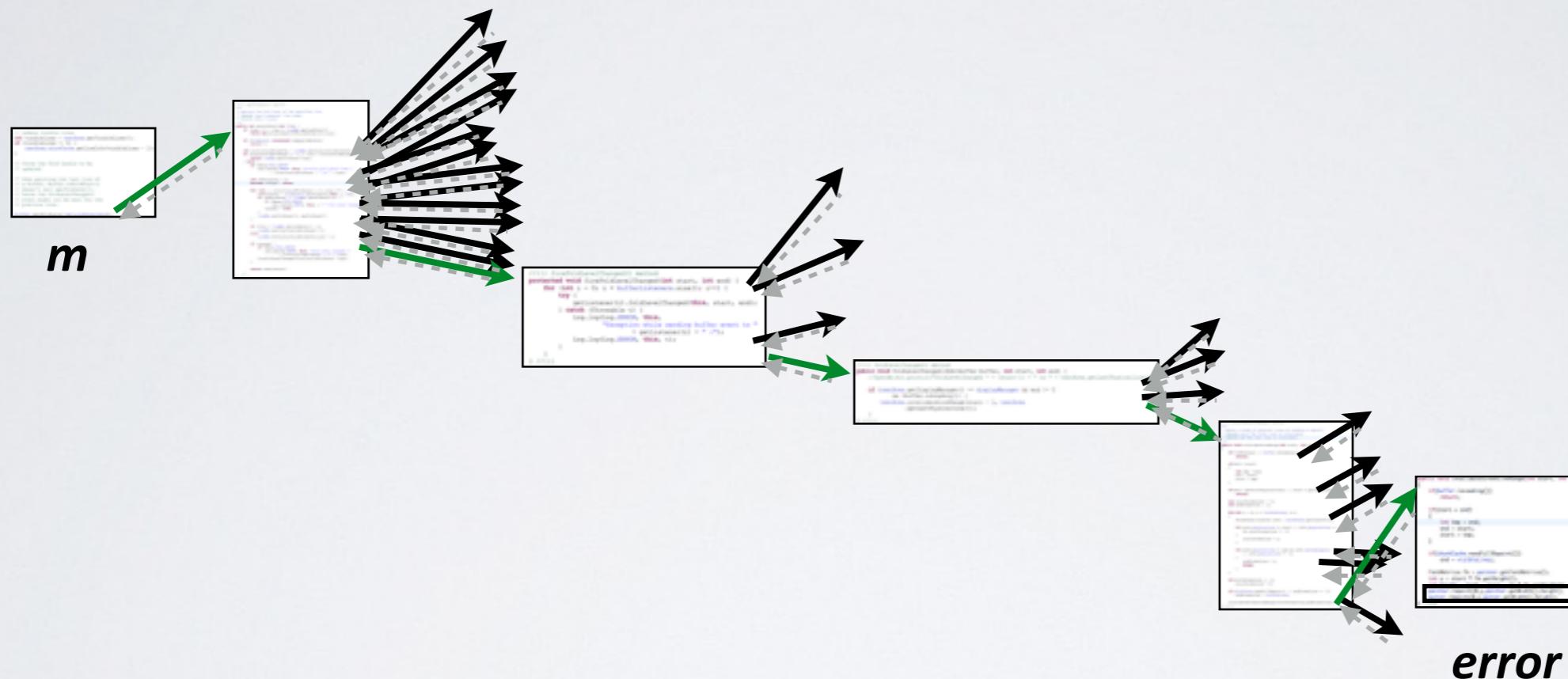
debugger

Went back to stepping debugger to inspect values  
Found the answer

(66 minutes)

# Why was this question so hard to answer?

Hard to pick the **control flow path** that leads from starting point to target  
Guess and check: which path leads to the target?



# Why are control flow questions frequent?

Helps answer questions about

**causality**

What does this do? What causes this to happen?

**ordering**

Does A happen before B?

**choice**

Does x always occur? In which situations does x occur?

When scattered across a codebase, finding statements to answer these questions can be hard.

lab observations

Defect-related false assumptions  
& incorrectly answered questions  
related to **control flow**



field observations

Primary questions from longest  
investigation & debugging  
activities related to **control flow**



## Reachability Questions

(common characteristics of evidence sought)

lab observations

Defect-related false assumptions  
& incorrectly answered questions  
related to **control flow**

field observations

Primary questions from longest  
investigation & debugging  
activities related to **control flow**



## Reachability Questions

(common characteristics of evidence sought)

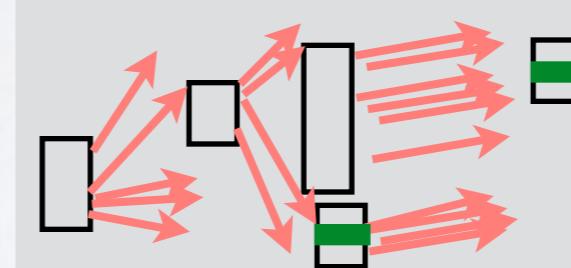
A search along **feasible paths downstream** or **upstream** from a statement for **target statements** matching **search criteria**

**feasible paths**

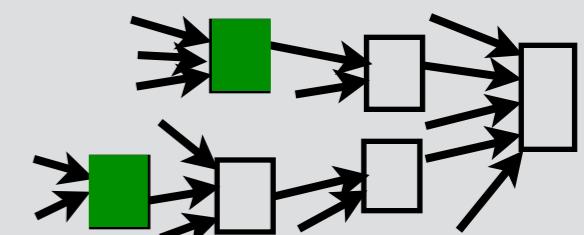
filter

compare

**downstream**



**upstream**



feasible paths



statements matching  
search criteria

**search criteria**

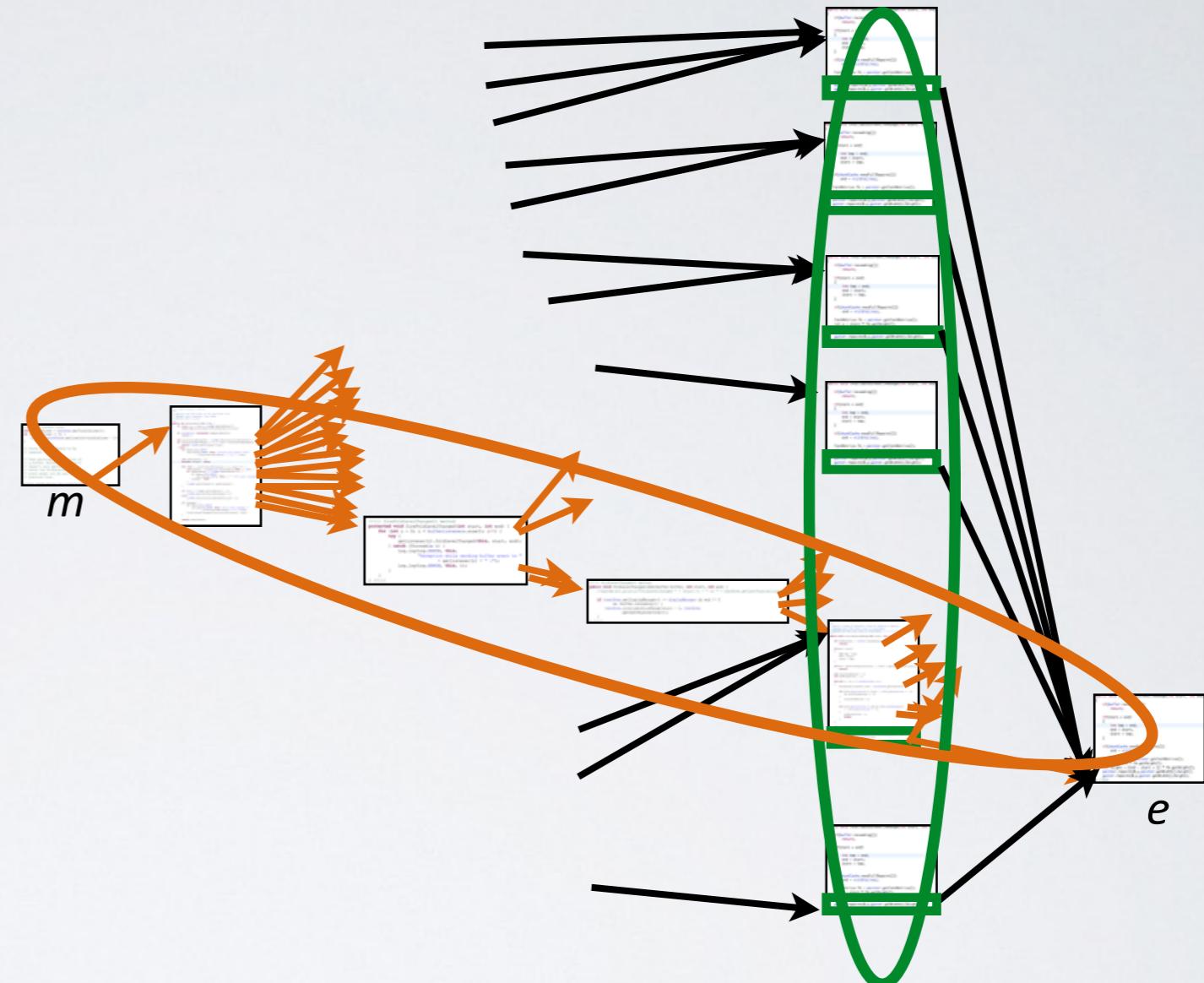
identifier

statement type (field  
write/read, library call)

# Reachability question: example

Where is method *m* generating an error?

A search along **feasible paths downstream** or **upstream** from a statement (*m*) for **target statements** matching **search criteria** (calls to method *e*)



feasible  
paths

∩

statements matching  
search criteria

# Longest activities related to reachability questions

## 4 out of the 5 longest investigation activities

Primary question	Time (mins)	Related reachability question
How is this data structure being mutated in this code?	83	Search downstream for <b>writes</b> to data structure
“Where [is] the code assuming that the tables are already there?”	53	<b>Compare</b> behaviors when tables are or are not loaded
How [does] application state change when <i>m</i> is called denoting startup completion?	50	Find field <b>writes</b> caused by <i>m</i>
“Is [there] another reason why <i>status</i> could be non-zero?”	11	Find statements through which values <b>flow</b> into <i>status</i>

## 5 out of the 5 longest debugging activities

Where is method <i>m</i> generating an error?	66	Search downstream from <i>m</i> for <b>error</b> text
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How are these thread pools interacting?	40 19	Search downstream for <b>calls</b> into thread pools

# Overall findings

- ▶ Found that developers can construct **incorrect** mental models of control flow, leading them to insert **defects**
- ▶ Found that the **longest** investigation & debugging activities involved a single primary question about control flow
- ▶ Found evidence for an underlying cause of these difficulties  
Challenges answering **reachability questions**
- ▶ Built formalism describing information needs in reachability questions

New

Back Forward

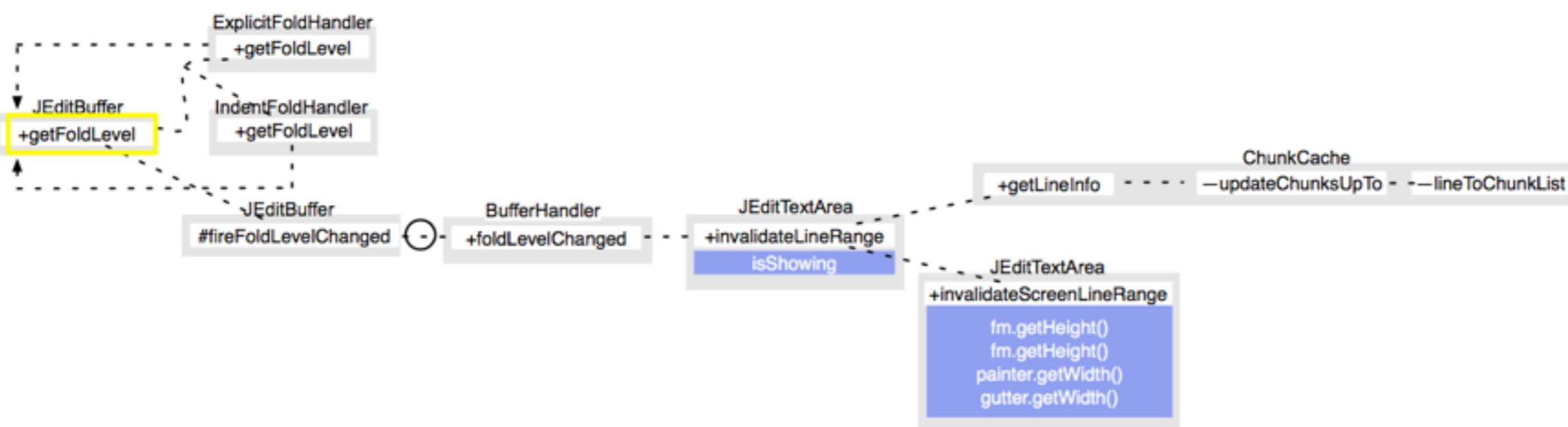
Exclusions...

depth limit

2 5 10 20 **1**  $\infty$

ALL EXTERNAL FILE  
CALLS WRITES

①



① downstream from *JEditBuffer.getFoldLevel*

search for external calls

public int getFoldLevel(int line) : 1463 - 1475

```
if (line < 0 || line >= lineMgr.getLineCount())
    throw new ArrayIndexOutOfBoundsException(line);

if (foldHandler instanceof DummyFoldHandler)
    return 0;

int firstInvalidFoldLevel = lineMgr.getFirstInvalidFoldLevel();
if (firstInvalidFoldLevel == -1 || line < firstInvalidFoldLevel) {
    return lineMgr.getFoldLevel(line);
} else {
    if (Debug.FOLD_DEBUG)
        Log.log(Log.DEBUG, this, "Invalid fold levels from "
            + firstInvalidFoldLevel + " to " + line);
}
```

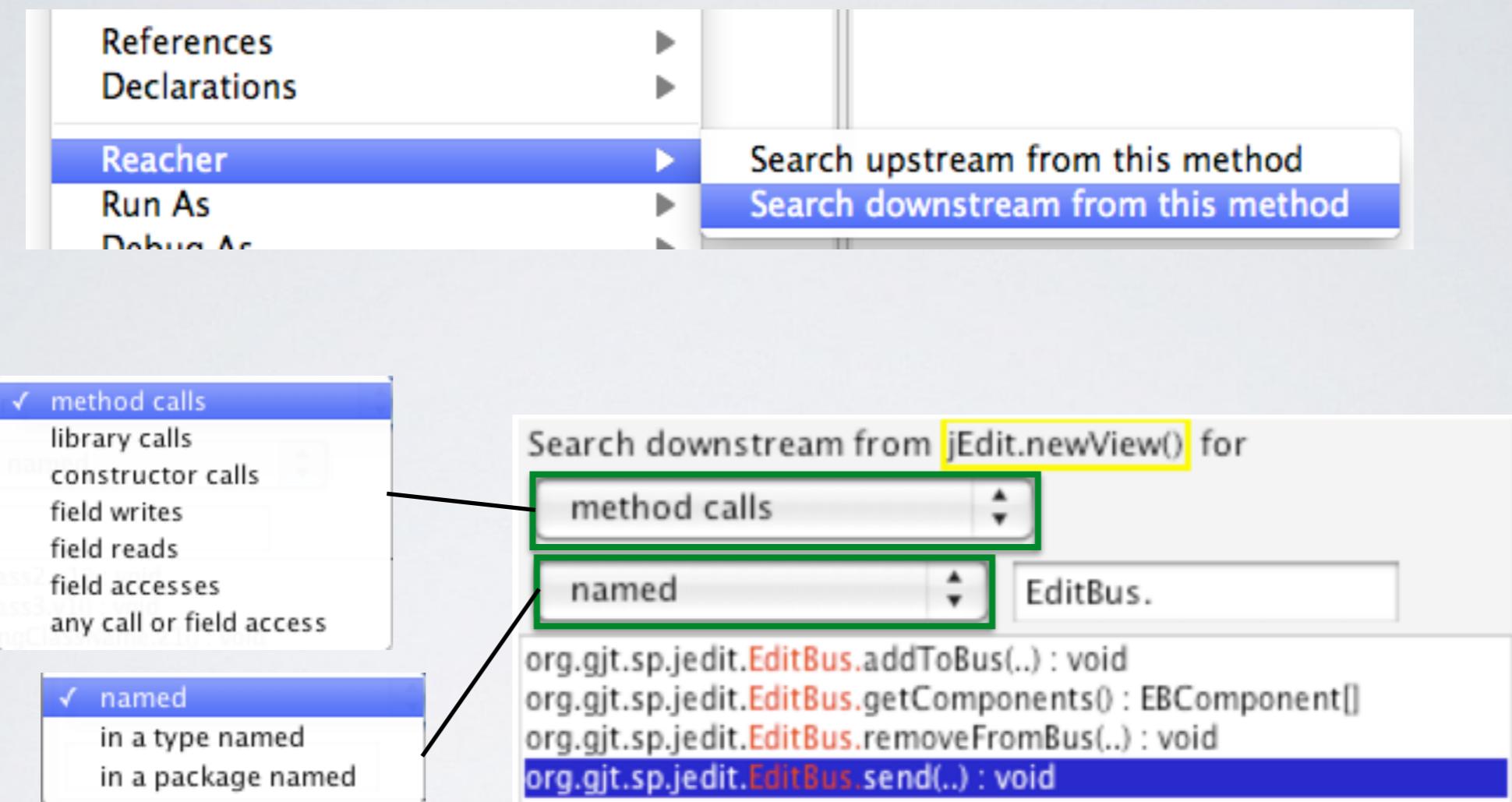
# Paper prototype study

- Built mockups of interface for task from lab study
- Asked 1 participant to complete lab study task with Eclipse & mockup of Reacher
  - Paper overlay of Reacher commands on monitor
  - Experimenter opened appropriate view
- Asked to think aloud, screen capture + audio recording

# Study results

- Used Reacher to explore code, unable to complete task
- Barriers discovered
  - Wanted to see methods before or after, not on path to origin or destination
  - Switching between downstream and upstream confusing, particularly search cursor
  - Found horizontal orientation confusing, as unlike debugger call stacks
  - Wanted to know when a path might execute

# Step 2: Find statements matching search criteria



## Examples of observed reachability questions Reacher supports

What resources are being acquired to cause this deadlock?

## Steps to use Reacher

Search downstream for each method which might acquire a resource, pinning results to keep them visible

When they have this attribute, they must use it somewhere to generate the content, so where is it?

Search downstream for a field read of the attribute

How are these thread pools interacting?

Search downstream for the thread pool class

How is data structure *struct* being mutated in this code (between *o* and *d*)?

Search downstream for *struct* class, scoping search to matching type names and searching for field writes.

How [does] application state change when *m* is called denoting startup completion?

Search downstream from *m* for all field writes

# Step 3: Help developers understand paths and stay oriented

Goal: help developers reason about control flow by summarizing statements along paths in **compact** visualization

Challenges:  
control flow paths can be



complex

long

repetitive

developers get lost and disoriented  
navigating code

Approach:

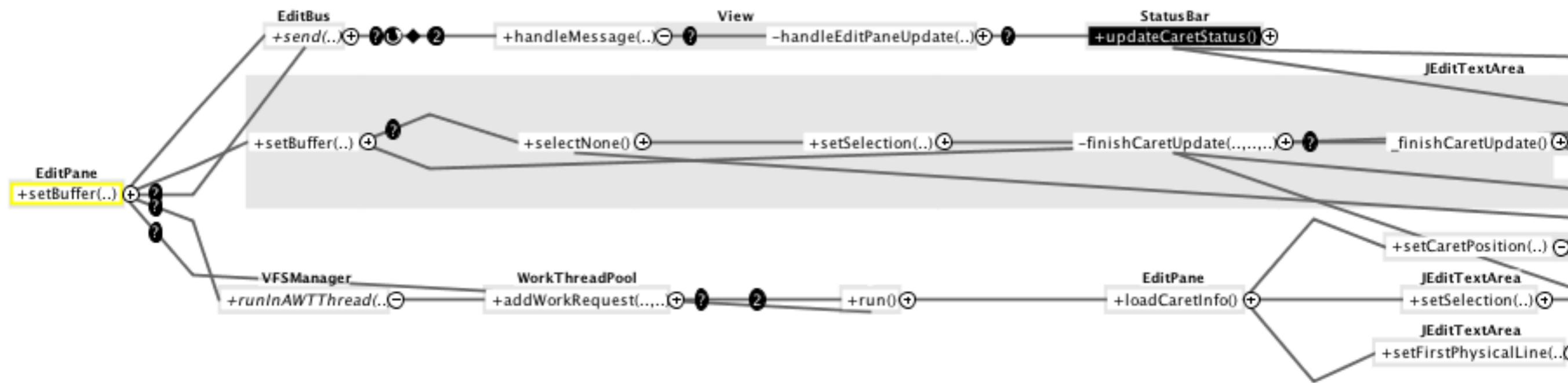
**visually encode** properties of path

**hide** paths by default

**coalesce** similar paths

use visualization to support  
navigation

# Example



# Evaluation

Does REACHER enable developers to answer reachability questions faster or more successfully?

## Method

12 developers

15 minutes to answer **reachability** question x 6

Eclipse only on 3 tasks

Eclipse w/ REACHER on 3 tasks

(order counterbalanced)

## Tasks

Based on developer questions in lab study.

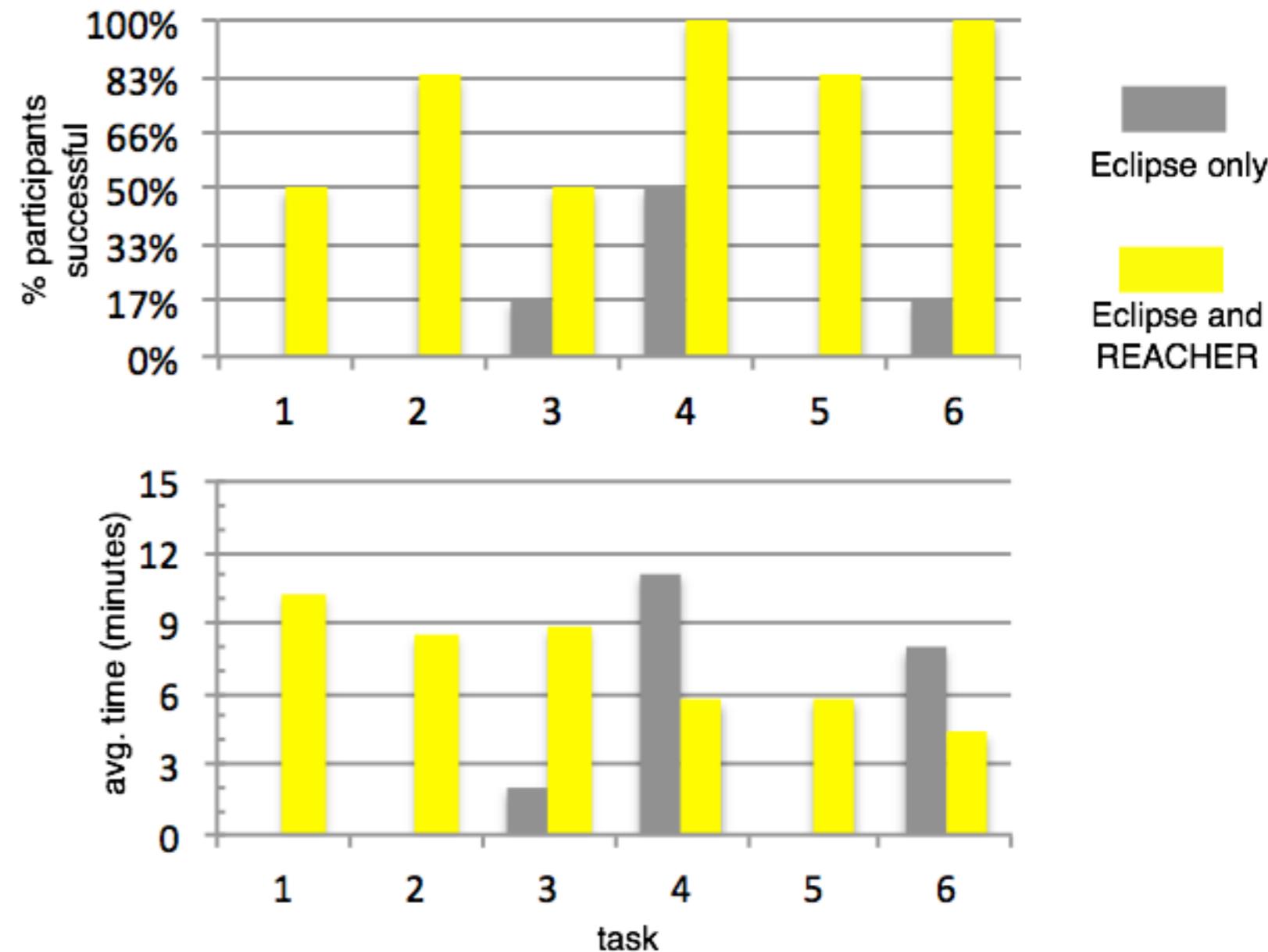
## Example:

When a new view is created in `jEdit.newView(View)`, what messages, in what order, may be sent on the EditBus (`EditBus.send()`)?

# Results

Developers with REACHER were **5.6** times more **successful** than those working with Eclipse only.

(not enough successful to compare time)



Task time includes only participants that succeeded.

# REACHER helped developers stay oriented

Participants with REACHER used it to jump between methods.

*“It seems pretty cool if you can navigate your way around a complex graph.”*



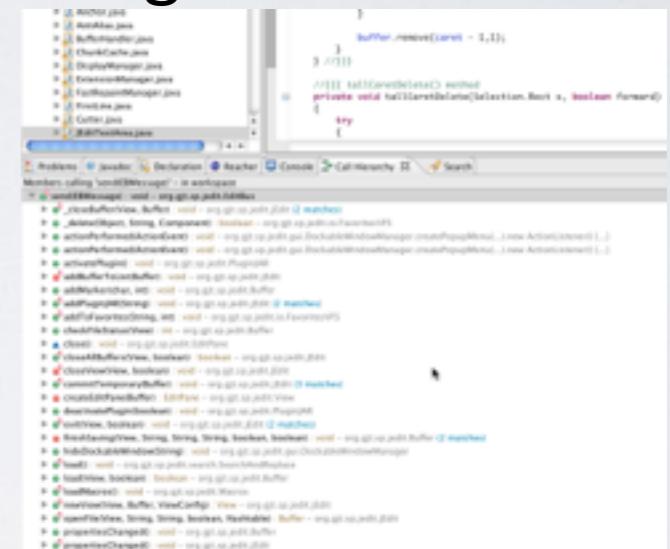
When **not** using REACHER, participants often reported being lost and confused.

*“Where am I? I’m so lost.”*

*“These call stacks are horrible.”*

*“There was a call to it here somewhere, but I don’t remember the path.”*

*“I’m just too lost.”*



Participants reported that they liked working with REACHER.

*“I like it a lot. It seems like an easy way to navigate the code. And the view maps to more of how I think of the call hierarchy.”*

*“Reacher was my hero. ... It’s a lot more fun to use and look at.”*

*“You don’t have to think as much.”*

# Needfinding

# Needfinding (a.k.a. design research)

- Goal: understand user's needs
- Use of methods to gather qualitative data
  - behaviors, attitudes, aptitudes of potential and existing users
  - technical, business, and environmental contexts - domain
  - vocabulary and social aspects of domain
  - how existing products used
- Empowers team w/ credibility and authority, helping inform decisions

# Needfinding vs. market research

## Needfinding

- What users really need
- How they will really use product
- Qualitative methods to study in depth
- Small numbers of participants

## Market research

- Who might purchase item
- What factors influence purchasing
- Quantitative studies w/ focus groups, surveys
- Large numbers of participants

# Example

- Cooper conducted a user study for entry-level video editing product
- Company built professional software, looking to move into consumer software
  - Help connect those w/ computers and video cameras
- Found strongest desire for video editing was parents
- Found 1/12 had successfully connected camera, using work IT guy

# Solving the correct problem

- Practices may sometimes mask deeper problems
- Goal: uncover layers of practices to understand how problems emerge

# Interviews

- May include both current users and potential users w/ related needs
- Questions
  - context of how product fits into lives or work
  - when, why, how is or will product be used
  - what do users need to know to do jobs?
  - current tasks and activities, including those not currently supported
  - goals and motivations of using product
  - problems and frustrations with current products or systems

# Observations

- Most incapable of accurately assessing own behaviors
- May avoid talking about problems to avoid feeling dumb
- Observing yields more accurate data
- Capture behaviors: notes, pictures, video (if possible)

# Contextual inquiry

- Method that includes both interviews and observations
- Next time

# Ideation

# Ideation

- Process of generating, developing, communicating new **ideas**
- Guidelines and best practices
  - Generate **numerous** ideas
  - Number ideas
  - Avoid premature dismissal of ideas
  - Sharpen the **focus** - pose the right problem
  - Build and jump - build to keep momentum on ideas, jump when theme tapers out

# Design in the world of business

# Norman's law of product development

- *The day a product development process starts, it is behind schedule and above budget.*
- Teams often not budgeted time for understanding users, iterating design
- In some markets, competitive forces can (sometimes) drive design evolution

# Featuritis

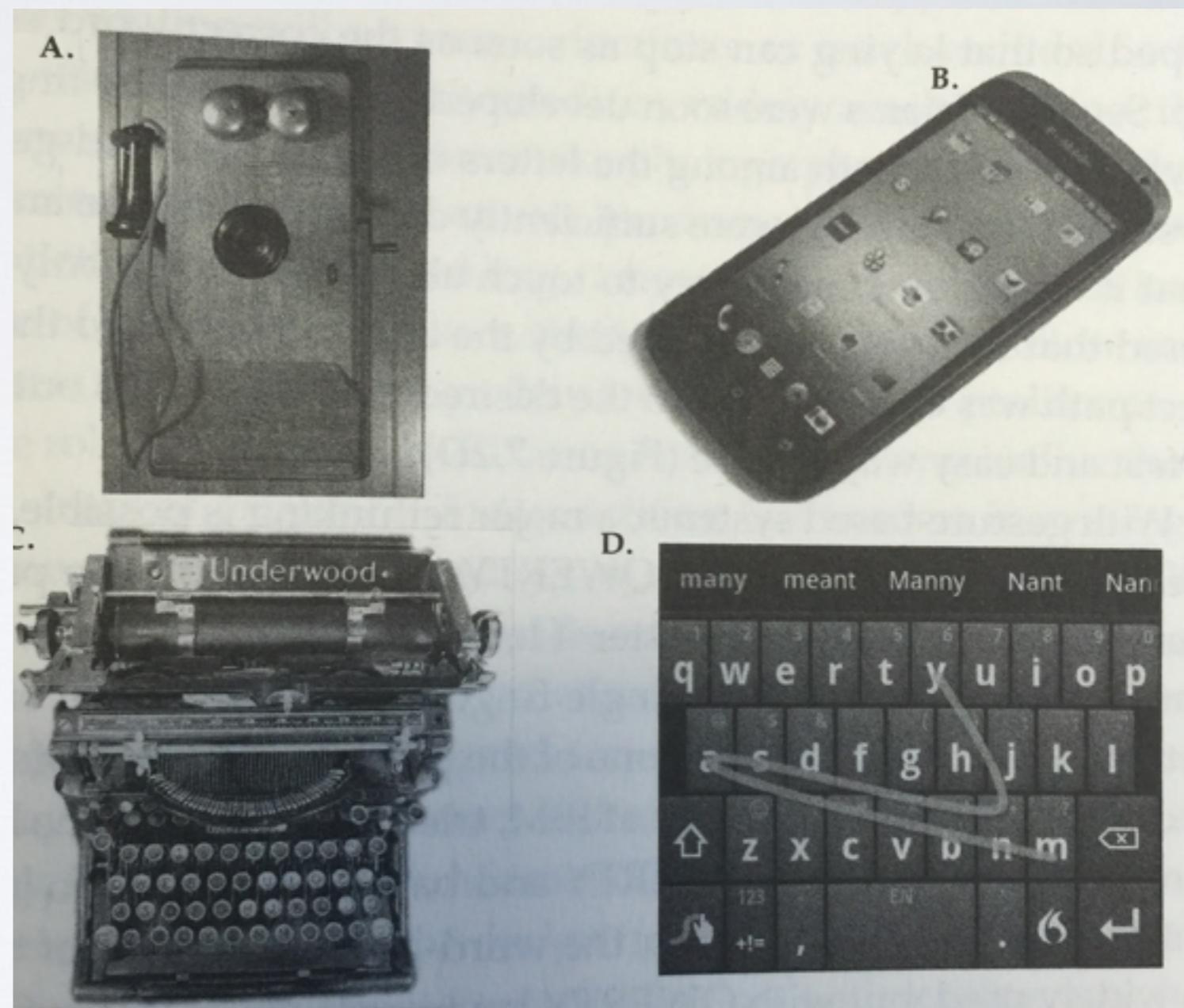
- Existing customers like the product, but express wish for more feature, functions, capability
- Competing company adds features, producing **competitive** pressure to match and exceed
- Customers are satisfied but market saturated, leading to pressure for new features
- Leads products towards more power, but also more **complexity**
- Antidote: focus on customer and strengths, strengthen even more

# Legacy problems

- Users used to existing version of system
- Changing system functionality may force users into relearning how to use system
- Discourages design innovation

# Technology changes

- Fundamental user needs stable
- Technology enables new ways for these to be addressed



# Group activity

# Group activity

- In groups of 3 or 4
- Scenario: Your customers tell you, our organization is large, and we all just get too much email that wastes too much time. Build us a new communication and messaging system.
- Answer the following questions:
  - What would you focus on learning through needfinding?
  - What problems and practices might lead to this issue?
  - Make an (arbitrary) choice on which you think it is
  - Based on this choice, generate design ideas for addressing these issues