

THINKING STYLES

Advanced Training Course
Class #2
@indiyoung

thinking styles

session 1: why thinking styles

the problem with personas
awareness of unconscious bias
necessary data characteristics
participant sketches & nicknames

session 2: finding affinities

establish the focus
the thinking styles working session

session 3: making thinking styles

describing & labeling segments
time & place for demographics

session 4: using thinking styles

check your work; compare & matrix
using segments & measuring value
making segments from existing data

warmup exercise

what is the heritage of
personas vs. thinking–styles?



what is the heritage of
personas vs. thinking-styles?

problem-space
research informed

marketing informed

Cooper/Goodwin
informed

personas

thinking-styles



what is the problem with these personas?

Christina
Moletti

Freelance Graphic Designer



"Living life is a creative process too"

- Has enough money but not much more
- Works hard during the day but on her own hours
- Walking is her main way to travel, day or night

Personal Information

Age: 25

Location: Pittsburgh, PA

Education: BA Graphic Design NC State University,

Profession: Freelance Graphic Designer, Part-Time Student

Home life: Lives with a roommate (Eva 25),

Hobbies: Playing guitar and xylophone, reading, drawing, sewing, watching movies, sleeping

Favorite TV shows: Doesn't watch much TV

Personality: Easygoing, outgoing, try new things

User Goals

Christina uses this information system to...

- Give her reasons to go out walking at night
- To be active and aware of her surroundings at night
- To find the safest places to go at night
- Make walking and being out at night more social with her friends

Maria
Nantes

Newspaper Editor



"I want to stay healthy both mentally and physically always"

- Health Conscious
- Use basic technology for day to day activities
- Enjoy Social groups

Personal Information

Age: 31

Location: Ann Arbor, MI

Education: Master's in English from U of Michigan

Profession: Newspaper Editor

Home life: Married, no children

Hobbies: Walking, making friends, Yoga

Favorite TV shows: Desperate Housewives

Personality: Outgoing, Passionate, Social, Cheerful, Sophisticated

User Goals

Maria uses this information system to...

- Connect and coordinate with friends
- Find safe walking routes at night
- Get a sense of safety by getting more info
- Find out about social events taking place at night, which might be of potential interest
- Wants to get emotional and mental relaxation by walking

James
Goeffsner

Senior Engineer



"I know what I'm doing, I'm willing to try everything new."

- Is willing to spend money on that
- Likes to chat with others online
- Knows that health is very important & work out

Personal Information

Age: 37

Location: San Francisco, CA

Profession: Cellphone Interface Developing

Education: Master's

Home life: Single

Hobbies: Surfing online to look for new electronic products, working out at gym

Favorite TV shows: Friends, Heros

Personality: knowledgeable in popular stuffs, talkative, keeping things on schedule

User Goals

James uses this information system to...

- Stay ahead of latest trends on mobile devices
- Take more time to walk as the substitute for exercise
- Meet new friends through this application
- Feel free to walk at night
- Discuss the new interaction
- Try to figure out a method for socializing and also provide a feeling of security

what types of concepts belong to the surface vs. depth of what a person says?

cannot develop cognitive empathy up here

typical conversation

surface

- explanation
- opinion
- preference
- statement of fact
- scene setting
- generalization
- conjecture

social goals

- banter to ease tension
- make them understand me
- make them feel better
- impress them
- make them laugh, jokes

responding

- giving direction
- warning
- advising
- persuading
- moralizing
- judging
- agreeing
- shaming
- analyzing
- probing
- reassuring
- distracting

intentions

- connect with the other person
- fix it for the other person
- disagree/debate
- plan an exit strategy
- space out
- question, probe

depth

- inner thinking
- emotional reactions
- guiding principles



cognitive empathy

listening deeply to understand someone

homework review

		Group A Reviewer	Group B Reviewer	Extra Reviewer	Extra Reviewer
ID	Transcript Name	<put your name here?>	<put your name here?>	<put your name here?>	<put your name here?>
701	Give My Family the Good Seats	Natalia Harzu			
702	Make It Stress Free	Bertus Kock			
703	Independence as a Flyer	Alex Jacoby	Zulaikha		
704	Nirvana Metal Cocoon	Karen Jorge	Aria Jones		
705	Watching Everything Get Smaller	Augusto Bianchi	Taher		
706	Everything Is a Potential Adventure		Rodi Kirk		
707	Scared of Flying But Love to Travel	Oliver Shreeve	Indira Force		
708	Reader of Books and Magazines	Marina Goplacheva	Cheri Lockett Zubak		
709	Flying Was Less Stressful in the 80's	Letícia Gonçalves	Alicia Holdsworth		
710	<missing>				
711	Pre-Check Loose-Group Organizer	Tomás Ottolenghi			
712	Youth Group Wrangler		Chizo Nwagwu		
713	Bring The Whole Gang Along		Sean Gaji		
714	Don't Bring Drama Into It	Yannis Masouras	Cynthia		
715	Nervous Flyer Trying to Cope	Nicole Rhodes	Pavel Budnik		
716	Always Running Late to the Airport	Svetlana Ratner			
717	I'm With The Band	Ras Sesay	Aria Jones		
718	<missing>				
719	Get Home Quickly Using My Status	Juliette Seive			
720	I'll Tell You When Something Is Wrong	Ana González			
721	My Daughter Is a 6-Yr-Old Silver Elite	Marina Goplacheva	Steve Grieshaber	Natalia Harzu	
722	Indi Goes to Beijing		Cecilia G		

where is my focus of attention as I
put myself out there in the airport
and on the plane on the day of travel?

homework write the participant sketch

some folks re-nicknamed participants ... I may not have explained clearly enough



1. There is a folder of transcripts shared on Google drive.
2. On the Sign-Up Sheet, put your name next one or two transcripts. (Let's try to cover all the transcripts between us.)
3. Read a transcript, which will take around 30 minutes.
4. On the 202105 Homework 1 Sheet, scribble down only ~10 strong guiding principles & inner thinking for this person. You can recast as emotional reaction if helpful. Spend 15–20 minutes writing these concepts. (during or after reading)
5. (Write the concepts as **either** lists or paragraphs. **You do not need to do both**. You can play with the two formats to see what's comfortable.)
6. The idea is to represent the whole of this person with regard to the purpose of “day of air travel,” with special focus on which concepts represent them strongly.

finding affinities

steps for creating thinking styles

1. remember each person



review participant sketches



each team member represents a number of sketches

2. establish the focus



list what is “in” or “off-limits” based on your org’s focus or priority (... or not!)



pare back sketches to what is pertinent for each person



separate out distinct contexts (if needed)

3. the TS working session

as a team, between 4–10 hours



move participants with guiding principles in common into groups



annotate each group by listing ~2–4 common guiding principles



highlight people by strength of match to the annotation



clear your mind

iterate to see if you can make each participant belong to a unique group

4. describe & label each group



briefly describe each group in first person, using inner thinking & guiding principles



then label the group with an adjective or noun phrase

5. consider demographics



does discrimination, physiology, culture, or environment affect thinking?

6. check your work



check your descriptions with real people; maybe start over



compare to past segmentation work

steps for creating thinking styles

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each team member represents a number of sketches

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does discrimination, physiology, culture, or environment affect thinking?

6. check your work



check your descriptions with real people; maybe start over



compare to past segmentation work

(1–2 hours of work)

before the working session:

ask the team to **review their study participants** to thoroughly understand & differentiate each individual

... to be able to **bring each individual to mind** during the working session

without relying on the sketches!

steps for creating thinking styles

1. remember each person



review participant sketches



each team member represents a number of sketches

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list what is “in” or “off-limits” based on your org’s focus or priority (... or not!)



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does discrimination, physiology, culture, or environment affect thinking?

6. check your work



check your descriptions with real people; maybe start over



compare to past segmentation work

if there are more than 8 participants:

it's hard to keep each participant in your mind, so
assign a subset of participants to each team member
where you aim for overlap (each participant represented by at least two team members)

otherwise if less than 8 participants:

each team member reviews each participant

establish the focus

steps for creating thinking styles

1. remember each person



review participant sketches



each team member represents a number of sketches

2. establish the focus



list what is “in” or “off-limits” based on your org’s focus or priority (... or not!)



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5. consider demographics



does discrimination, physiology, culture, or environment affect thinking?

6. check your work



check your descriptions with real people; maybe start over



compare to past segmentation work

there may be too many ways people can be grouped!

is there something you can use to **limit your thinking**
... to keep from wasting time in the working session?

set your “off-limits”

for example ...

BE IN THE PACK

with
...

Share greetings with others

- Greet my people, strangers**
 - Wag my good morning to Sir when he walks past my bed
 - Feel pleased to say hi to Mom! Elder Sister Middle Sister Younger Sister
 - Say hi to people as they get up
 - Put my stick down for a bit to say hi to little people at the bus stop
 - Express my friendliness with a quick kiss to any face close enough
 - Check if anyone makes eye contact and smiles so that I can run up and say hi
 - Express my enthusiasm at greeting by wagging my stumpy tail
 - Feel confused why little person is not happy when I say hi
- Say hi to dog and cat friends**
 - Say hi to the kitty because I see her
 - Say hi to my friend Pixie her scent her bark across the street woof woof
 - Say hello to my friends at the park
 - Say hi to friends I LOVE this place!
 - Greet all animals with a friendly attitude
 - Wonder what's his problem about the unfriendly dog I meet
- Feel pleased when strangers I've greeted admire me back**
 - Jump up so you can hug me
 - Say hi to Sister now that she's back from yellow machine I totally missed her now that I see her

Say goodbye

- Go outside with her to say goodbye to the visitors who are leaving
- Hurry to send off Sir slide to leather dress- shoed feet have a great day!
- Feel excited for the Sisters as they touch to doorknob to go to school, bye!
- Say bye to everyone as they leave on the big squeaky yellow machine
- Feel reassured by a cuddle from Sister before she leaves
- Feel disappointed little brother never remembers to give me a cuddle
- Enjoy a tummy rub it's time to cuddle

Please my person

Make the person happy again

- Lay down so that the little person who doesn't want me to say hi will look happy again

Entertain the humans with smiles

- Entertain the humans with smiles as I play with the elder dog of our house

Feel bad about upsetting people

- Avoid upsetting people
- Feel bad that I upset my person she was calling me, crying

ACT IN ACCORD WITH THE ALPHA

Follow my person's directions / instructions

Sense what I should do from my person's behavior

- Scamper back inside because I notice her in the doorway
- Decide I have to settle down so that Mom can take off my leash to play

Feel disappointed when I can't understand what my person wants

- Wonder why the people are bugging me to go outside
- Wonder why Mom talks loudly at me maybe if I tilt my head or move over here there she stopped
- Wonder why Mom is talking loudly again doesn't she like the game what happens if I stop playing

Follow food bowl procedure

- Wait to be called to my bowl to eat because last time I got a tickle behind the ear and an extra biscuit!
- Show my thanks with hello to him who put down bowls

Feel disgruntled about being made to do something

- Feel disgruntled at being made to go outside
- Feel obliged to sit in bike trailer okay fiiiiiiiiine

Do something wonderful even though I know I'm not supposed to

Do something wonderful even though I know I'm not supposed to

- Alleviate my boredom by eating from trash cans in the apartment because I don't get long walks when it's hot out
- Try to get the food bowl off the counter I can almost make it
- Turn my head so I can't see Mom, and she won't see me, which means in this case I can eat the small furry one's food without Mom pointing a finger
- Prolong the walk by forcing Mom to play tug the leash she eventually gives in

Maintain my place in the hierarchy

Show my submissiveness

- Show my respect for the eldest dog in the pack, Moomin, by waiting for her to jump up on the bed first
- Choreograph my submissiveness as I play with the elder dog of our house

Act on my social status

- Maneuver to be first in line for affection
- Run to be first in line at the door when Jane gets the leashes out
- Gain social status in the pack of dogs and humans by being friendly
- Feel annoyed if the other dog is watching out other dog!
- Worry that the dog who has moved in next door will be a biscuit thief or steal affection from my human Pixie's human

with ...

Share greetings with others

Say hi to dog and cat friends

Say hi to the kitty because I see her

Say hi to my friend Pixie her scent her bark across the street woof woof

Say hello to my friends at the park

Say hi to friends I LOVE this place!

Greet all animals with a friendly attitude

Wonder what's his problem about the unfriendly dog I meet

Greet my people, strangers

Wag my good morning to Sir when he walks past my bed

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Feel pleased when strangers I've greeted admire me back

Jump up so you can hug me

Say hi to Sister now that she's back from yellow machine I totally missed her now that I see her

Say goodbye

Go outside with her to say goodbye to the visitors who are leaving

Hurry to send off Sir slide to leather dress- shoed feet have a great day!

Feel excited for the Sisters as they touch to doorknob to go to school, bye!

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Enjoy a tummy rub it's time to cuddle

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Entertain the humans with smiles as I play with the elder dog of our house

Feel bad about upsetting people

Avoid upsetting people

Feel bad that I upset my person she was calling me, crying

purpose: what went through your mind yesterday, or on a very memorable day?

Follow my person's directions / instructions

Sense what I should do from my person's behavior

Scamper back inside because I notice her in the doorway

Decide I have to settle down so that Mom can take off my leash to play

Feel disappointed when I can't understand what my person wants

Wonder why the people are bugging me to go outside

Wonder why Mom talks loudly at me maybe if I tilt my head or move over here there she stopped

Wonder why Mom is talking loudly again doesn't she like the game what happens if I stop playing

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Try to get the food bowl off the counter I can almost make it

Turn my head so I can't see Mom, and she won't see me, which means in this case I can eat the small furry one's food without Mom pointing a finger

Prolong the walk by forcing Mom to play tug the leash she eventually gives in

Maintain my place in the hierarchy

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Show my respect for the eldest dog in the pack, Moomin, by waiting for her to jump up on the bed first

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Act on my social status

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Gain social status in the pack of dogs and humans by being friendly

Feel annoyed if the other dog steals affection from my human Pixie's human

Worry that the dog who has moved in next door will be a biscuit thief or steal affection from my human Pixie's human

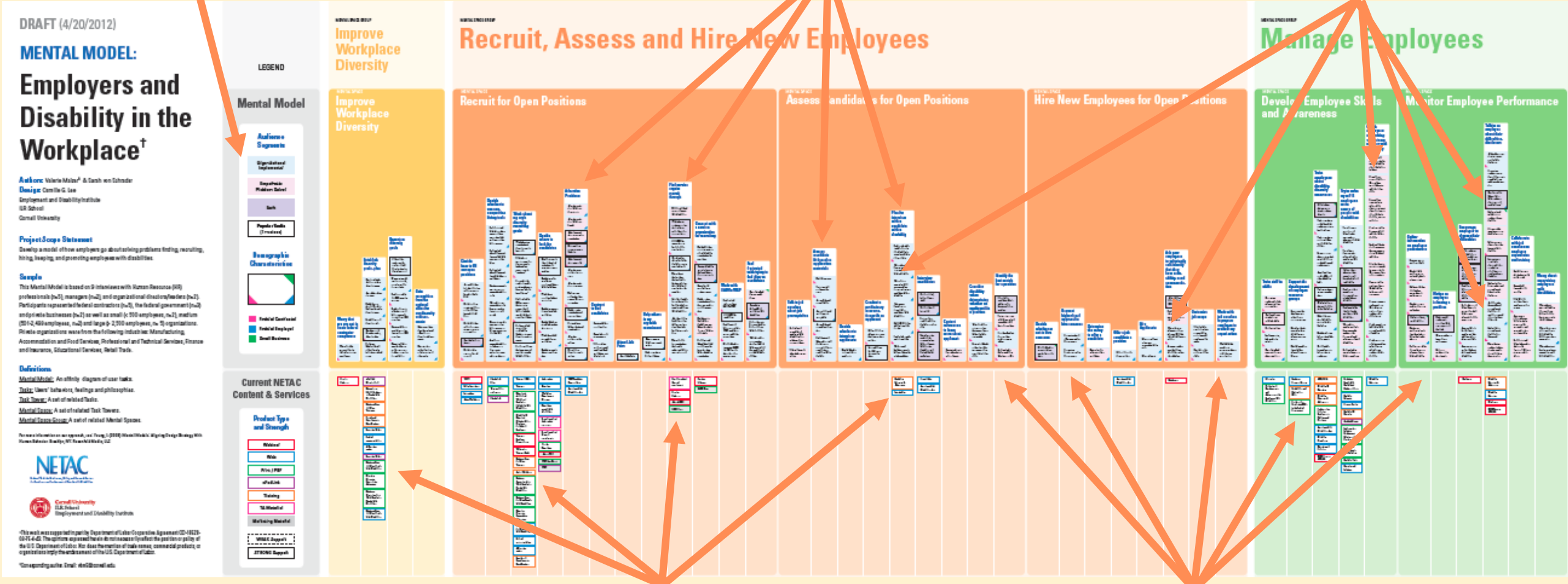
thinking styles

neighborhood

block towers

windows

(summary of a person's concept: inner thinking, reaction or guiding principle)



capabilities of org to support different thinking styles

gaps (by tower & thinking style)

		1	Neighborhood	Block	Tower	Summary	ID	Quote
-		2	Relieve myself					
	+	3		Heed my body				
	+	30		Access relief by asking my person				
	+	46		Cool down or warm up				
-		52	Eat					
	+	53		Hope for food				
	+	66		Scheme for food ... optimize opportunities for food				
	+	93		Eat, Taste				
-		118	Belong with everyone in the pack					
	+	119		Stay close to my person				
	+	131		Make sure we're all together here				
	+	148		Connect with cuddling ... Show affection				
	+	151		Share greetings with others				
-		179	Act in accord with the alpha					
	+	180		Please my person				
	+	188		Follow my person's directions / instructions				
	+	202		Do something wonderful even though I know I'm not supposed to				
	+	208		Maintain my place in the hierarchy				
-		220	Control, protect					
	+	221		Discipline the annoying things				
	+	228		Make them go where I want				
	+	243		Protect my people				
-		250	Enjoy the outside					
	+	251		Hope to go on walk soon				
	+	274		Go on walk				
	+	290		Go fast				
	+	305		Smell & make smell				
	+	325		Show the person what I found ... put this smell on myself to show others what I found				
-		328	Play, hunt, prey					
	+	329		Play				
	+	373		Hunt & prey				
-		389	Rest					
	+	390		Choose place to lie down				
	+	401		Nap / Sleep				

with ...

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Feel disappointed little brother never remembers to give me a cuddle

Enjoy a tummy rub it's time to cuddle

Please my person

very broad study, many participants ...

how do we limit, narrow the focus in order to find thinking styles?

Make the person happy again

Lay down so that the little person who doesn't want me to say hi will look happy again

Entertain the humans with smiles

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person wants

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Feel annoyed if the other dog or they watch out other dog!

Worry that the dog who has moved in next door will be a biscuit thief or steal affection from my human Pixie's human

who knew?!!

there are dog cognition experts & research centers

Yale Canine Cognition Center
Duke Canine Cognition Center
Arizona Canine Cognition Center
Nebraska Canine Cognition &
Human Interaction Lab

let's say this is our org

Welcome to the Canine Cognition
Center at Yale!



The Canine Cognition Center at Yale is a new research facility in the [Psychology Department at Yale University](#). Our team of Yale scientists studies how dogs think about the world. Our center is devoted to learning more about canine psychology—how dogs perceive their environment, solve problems, and make decisions. Our findings teach us how the dog mind works, which can help us to better develop programs to improve how we train and work with our canine friends.

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“our hope is to create better canine training programs”
by aiming the programs at different canine thinking–styles



in training, the type of connection between
the dog and the human is important

... this is a focus we can use in the thinking styles working
session; everything else is off–limits

you can look at your mental model diagram to
select things to use as “off-limits”

	1	Neighborhood	Block	Tower	Summary	ID	Quote
-	2	Relieve myself					
	+ 3		Heed my body				
	+ 30		Access relief by asking my person				
	+ 46		Cool down or warm up				
-	52	Eat					
	+ 53		Hope for food				
	+ 66		Scheme for food ... optimize opportunities for food				
	+ 93		Eat, Taste				
-	118	Belong with everyone in the pack					
	+ 119		Stay close to my person				
	+ 131		Make sure we're all together here				
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	+ 274		Go on walk				
	+ 290		Go fast				
	+ 305		Smell & make smell				
	+ 325		Show the person what I found ... put this smell on myself to show others what I found				
-	328	Play, hunt, prey					
	+ 329		Play				
	+ 373		Hunt & prey				
-	389	Rest					
	+ 390		Choose place to lie down				
	+ 401		Nap / Sleep				

focus here

and maybe here?

EAT

Scheme for food ... optimize opportunities for food



Check for offerings
See if there is food because everyone is at the big table
Keep a lookout for any food opportunities or offerings
Express my thanks to the person who gave me the chicken

Make sure nothing on floor for my people to accidentally step on
Make sure no one accidentally steps on chicken that brother's brought in and eat her food

Steal the cat's food
Feel jealous that the small furry one gets such yummy food
Stand here until the small furry one goes to the small box and I can move in and eat her food

Ask my people to bring me something from lunch because I heard someone say "lunch"
Lunch everyone is bringing me something from lunch because I heard someone say "lunch"
Ask if I can go eat, and I'll be back
Demand food in white boxes from the rest of you, who have white boxes

Ask for better food
Feel disgusted by flap as my breakfast urghh
Communicate my dislike of flap to my humans by approaching the bowl slowly, giving a really sad look, sniffing, and lying down
Worry that I may not get breakfast if I don't eat the flap
Feel relieved that my humans understand me
Feel annoyed that she will forget to feed me unless I keep looking and asking "now? Now? Now?"
Feel wronged that they put dinner and I only get one food!

Ask for a treat
Beg Mom for a cookie when I notice she is in the house food room
Beg for treats now that we're home again
Decide to beg for dental butter in the fridge later because I hope Bater seems calmed

Eat, Taste



Enjoy this food
Enjoy the flavor of the small furry one's food
Enjoy the country cookie moment
Enjoy the non-nom-nom eating eating ahm
Enjoy the tasty food for one thing a breakfast dinner
Enjoy eating this chicken
Feel satisfied at all the eat food as fast as I can
Enjoy taste of chicken when I eat them one at a time

Taste to see what's good
Eat what I find on the street when no one is looking
Stop to chew tall blades of grass good salad yum!

Go in the crate to eat the treat that is for me
Feel surprised that the treat has a food to get the leash on at the park

Feel disappointed no more food
Feel disappointed no more food

Keep near my person on the go, so I'm ready
Go where Mom goes, must run ahead
Avoid being too far away from her so I'm ready when he does something new
Stay aware of where she is at all times
Run up the stairs with the boy to get his shoes because he might throw the rug or get outside
Stay close by my person on my first time backpacking

Choose spot close to my people for my nap, so I'll move if I know
Stay on porch with people
Choose the bed closest to where my people are, to keep an eye on them
Choose the spot next to Mom's desk
Wait here on the bed until Bater is ready to wake up

Appreciate when everyone is calm and quiet
Feel satisfied the house is quiet
Make sure everyone stops to play racing 100 mph

Wander why everyone leaves during the day
Feel upset they've left me here in the crate hey hey hey hey hey

Wonder why everyone leaves during the day
Feel thankful that he found me by my red doggie pack, a mile away across the fence, inside of a house I have seen last from them
Wonder why I am being left by the fence
Feel surprised that left by lunch without me
Stay close to my person the rest of the trip because of the close call, appreciating that they kept me on leash a lot of the time

Hang out with the people when I'm alone
Hang out with the people when I'm alone
Hang out with the people when I'm alone

Enjoy getting rubbed, cuddled
Roll over for a delightful belly rub when I see Mom because he's good for one

Meet my person's friends
Say hi to Mom
Say hi to people as they get up
Put my stick down for a bit to say hi to little people at the bus stop
Express my friendliness with a quick kiss to any face close enough
Check if anyone makes eyes so that I can run up and say hi
Express my enthusiasm at greeting by wagging my slumpy tail
Feel confused why the person is not happy when I say hi

Go outside with me to say goodbye to the visitors who are leaving
Hurry to send off the visitors as they leave on the big square yellow machine
Feel excited for the Baters as they touch to goodbye to go to school, bye!
Say bye to everyone as they leave on the big square yellow machine
Feel reassured by a cookie from Bater before she leaves
Feel disappointed, like someone never remembers to give me a cookie
Enjoy a sunny rudo its time to cuddle

Go outside with me to say goodbye to the visitors who are leaving
Hurry to send off the visitors as they leave on the big square yellow machine
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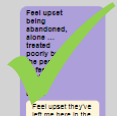
Feel disappointed when I can't understand what my person wants
Wonder why the people are laughing at me to go outside
Wonder why Mom talks loudly at me or move over because she's stopped
Wonder why Mom is being loudy again doesn't she the game what happens is stop playing

BELONG WITH EVERYONE IN THE PACK

Stay close to my person



Make sure we're all together here



Connect with cuddling ... Show affection



Share greetings with others



Please my person



Follow my person's directions



include **ALL** participants

we will just ignore parts of the
participants' stories that are **off-limits**

another example

purpose: protect my small business

- ✓ Neighborhood 1: Approach to risk & protecting myself
What owners perceive as threats, their feelings about risk as it manifests within their particular business, and what responses they've taken.
- ✗ Neighborhood 2: What this business means to me
What role the small business plays in the owner's life.
- ✗ Neighborhood 3: How I ended up in this business
The subconscious reasoning behind the decision to do it.



mental model diagram
(aka "opportunity map")

+



thinking styles

if you skipped making a mental model diagram, then you can ask yourself, “Did participants in listening sessions bring up stuff that is outside of the stuff that our org is interested in supporting?” ... if so, that’s outside your focus

purpose: decide to attend a performance

✓ Neighborhood 1: Choose/Find what to attend
I seek out performances that will fit my hopes/goals.

✓ Neighborhood 2: Decide whether I will attend
There's an opportunity, but do I want to go? Can I go?

✗ Neighborhood 3: Organize a group to attend, logistics
The reason is to be with others, so I will make this happen.

✗ Neighborhood 4: Enjoy the performance
What makes a performance fulfill my hopes/goals.

limit: do not consider
(ignore) any thinking,
reaction, or GP for these

steps for creating thinking styles

1. remember each person



review participant sketches



each team member represents a number of sketches

2. establish the focus



list what is “in” or “off-limits” based on your org’s focus or priority (... or not!)



pare back sketches to what is pertinent for each person



separate out distinct contexts (if needed)

3. the TS working session

as a team, between 4–10 hours



move participants with guiding principles in common into groups



annotate each group by listing ~2–4 common guiding principles



highlight people by strength of match to the annotation



clear your mind

iterate to see if you can make each participant belong to a unique group

4. describe & label each group



briefly describe each group in first person, using inner thinking & guiding principles



then label the group with an adjective or noun phrase

5. consider demographics



does discrimination, physiology, culture, or environment affect thinking?

6. check your work



check your descriptions with real people; maybe start over



compare to past segmentation work

... or NOT!

purposefully reach beyond your org's focus or priorities

purpose: decide to attend college

- ✓ **Neighborhood 1: Decide to attend college**
Form goals for my future, family's future. Avoid the fate of my mother, grandmother. Earn more money via a career requiring a college degree. Find out about financial assistance. Find out about childcare. Get counseling about a major.
- ? **Neighborhood 2: Follow good learning habits**

purpose: take care of clothing

? Neighborhood 1: How do I like to appear/dress?

? Neighborhood 2: How I decide when/what to buy.

✓ Neighborhood 3: Clean the clothes

How do I clean special things or deal with stains, germs, sweat, and odors? How do I make sure things are clean but also conserve water and electricity? How do I preserve special items? How do I process everything smoothly?

✗ Neighborhood 4: How I decide when/why/what to get rid of.

✗ Neighborhood 5: How do I organize my clothing?

exercise list what is in or off-limits

1. As a group we will go to the Mural canvas and write down what we want to ignore that is outside of the airline's focus or priority.

steps for creating thinking styles

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check your descriptions with real people; maybe start over



compare to past segmentation work

C	D	E
Realize the flight time change would be a problem because it left eight minutes between connecting flights.	Feel irate that I need to go to a far away customer service and stand in that line for 45 minutes because they were training new workers and taking no notice of how the long line was getting longer,	Believe I shouldn't be sitting the whole flight, if it is more than three hours I really need to get up because ...
Choose to have a window seat when we fly to California in the daytime because we have driven that journey so much I can kind of recognize where we are when I look out the window.	Feel surprised that nobody at United had realized that eight minutes is not enough to change planes, this was not going to be a connecting flight anymore,	Believe it is better to fly in off times, like redeyes, or Tuesdays and Thursdays because ...
Decide that I will not ask to turn up the temperature, because it was pointless, the man next door kept asking and he didn't seem to get any result.	Feel annoyed because originally we booked a different flight and the airlines kept changing the number of the flight and the time of it.	Follow the rule that you are only supposed to have a carry-on suitcase of a certain size and one other item, and only put one thing in the overhead bin because ...
Travel with binoculars always in the hand luggage because I don't trust that the baggage is never going to get lost.	Feel bad for the young girl with a little baby when there was no place to sit.	Avoid flying on Fridays because they are usually busier.
Make sure my carry-on of a a transatlantic flight is prepared for an overnight stop in case it happens we get stuck somewhere	Feel lucky that the only empty seat on the whole plane was between me and my husband, so we slept quite well	Believe Tuesday is the best day to fly because it's the least busy day, and the price it's usually a little cheaper.
Realize I am in the wrong gate, because the flight on the gate I am is going to Miami and I'm supposed to go to Houston.	Feel worried that earlier I had flown on a plane that needed something fixed.	Get up only if the person on the aisle gets up. (Avoid asking to get up if sitting by the window)
Wonder what was wrong with the plane, if it was something really serious or something that should have been taken care of before the plane was ever flying that day	Feel anxious about the possibility of the flight not arriving in Atlanta before the flight to Manchester leaves, because the first would always seem to be delayed by weather and there is only one flight a day to Manchester.	
Wonder if the crews are not good or if they are just having a bad day.	Feel uncomfortable to put the seat really far back. If I'm trying to sleep I will put it, but otherwise I'd rather sit upright.	
Believe in the old days the cabin crew used to help you put your things up in the overhead bin and now they don't.	Feel comfortable back in the 80's and 90's when you had a lot more room in your seat.	
Decide to pay for economy plus seats because we hoped we could sleep better.	Feel glad I'm not traveling with babies anymore, because traveling just has got harder.	
Believe traveling is more stressful now, because you have to go through all of that security that you didn't have to go through, and when you get to the gate you've got to work your way, find out where you're going to sit, and it's hard to hear the announcements.	Feel more in control over my children when we'd get two sits on two rows on the sides, because I was able to know who was getting up and where they were going.	
	Feel helpless because, being a small person, I cannot put my carry-on	

exercise

pare back to the essentials

1. Open your tab on the Google sheet from last week's homework.
2. Based on what we wrote on the Mural canvas, plus the purpose of taking this flight:
 - a) Cross out some of your summaries in your participant sketch(es).
 - b) Leave summaries that are pertinent, core, and memorable to this person as they pursued this purpose.

steps for creating thinking styles

1. remember each person



review participant sketches



each team member represents a number of sketches

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list what is “in” or “off-limits” based on your org’s focus or priority (... or not!)



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briefly describe each group in first person, using inner thinking & guiding principles



then label the group with an adjective or noun phrase

5. consider demographics

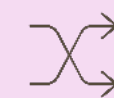


does discrimination, physiology, culture, or environment affect thinking?

6. check your work



check your descriptions with real people; maybe start over



compare to past segmentation work

pay attention to context

thinking-styles are contextual: any one person can "wear" a different thinking-style in a different context

tip: if one participant tells two stories (**seemingly thinking-style-A for the first story and thinking-style-B for the second story**) **split that participant sketch into two IDs**, like 221a and 221b, to represent the two stories

transcripts broken into parts
by context, where that context
seems to show different
thinking & guiding principles

the thinking styles working session

steps for creating thinking styles

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check your descriptions with real people; maybe start over



compare to past segmentation work

thinking styles working session is **MEMORY** work,
NOT working with what's written in the sketch

hold the whole person in your mind



you work with what's in the transcript, in detail,
during the Concepts & Summaries phase

participant sketch

sketch: to help you remember this individual, by providing a shorthand prompt for you to hold the strong guiding principles & inner thinking from the listening session in your mind during the thinking styles working session

participant sketch & nickname

purpose: to help you **remember this individual**, by providing a **shorthand prompt** for you to hold all the other details from the listening session in your mind during the thinking styles working session

thinking–styles working session:

plan for 4–14 hours, split up as needed





Browser tabs: indyoung@gmail.com, Transcripts - Google Drive, iy_samsung_laundry_stud...

URL: https://docs.google.com/spreadsheets/d/1U6acVEK2hmTR-wkfavFdbU0_ZmcyQSu7x8oyHgy9iTM/edit#gid=723931893

Document Title: iy_samsung-laundry_studyplan

Menu: File Edit View Insert Format Data Tools Add-ons Help All changes saved in Drive

Font: Calibri, Size: 11

	A	B	C	D	E	F	G	H	I
Yellow	Indi	Keep clothes looking good Looking Good Preservationist	Kunyi Looking Crisp Put together Appearance is Key Fashionista	Jess Unaffected by time Focus on design	Lacey	Katrina Stay looking sharp			
Green		Not make mistake check labels read directions research how	Rules are Rules Laundry Follower	Fascinated by options Trust the label					
Blue		Causal clumper Make a full load	What do I Care It'll Be Fine	Efficiency is important Piles					
Pink		My Way Care taker Avoid contamination Separate	My Washing My Way Separationist			Protect from contaminations			

Bottom Bar: Candidates & Participants | Schedule | Dial & Start Session | Chatter | Summaries | Aud Segs | Status | 4:50 PM 30-Jun-16

Hangouts Video Call

Video call interface showing a large window of a participant and a smaller gallery view of other participants.

Browser tabs: Inbox - indiyoung@gmail.com, Transcripts - Google Drive, iy_samsung_laundry_stud...

URL: https://docs.google.com/spreadsheets/d/1U6acVEX2hmTR_wkfavFdbU0_ZmcyQSu7xBoyHgy9iTM/edit#gid=723931893

File Edit View Insert Format Data Tools Add-ons Help All changes saved in Drive indiyoung@gmail.com

	A	B	C	D	E	F	G	H
1		Indi	Kunyl	Jess	Lacey	Katrina		
2	Yellow	Keep clothes looking good	Looking Crisp	Unaffected by time		Stay looking sharp		
3		Looking Good	Put together	Focus on design		Image first		
4		Preservationist	Appearance is Key					
5			Fashionista					
6								
7	Green	Not make mistake	Rules are Rules	Fascinated by options	Do what it takes to get it done			
8		check labels	Laundry Follower	Trust the label				
9		read directions	Googlers					
10		research how						
11								
12	Blue	Causal	What do I Care	Efficiency over perfection	Throw things together	Laundry matters less		
13		clumper	It'll Be Fine	Piles		Keep it simple		
14		Make a full load	No Worries			Practical before anything else		
15								
16			My Washing My Wa	Systematic and sensitive	Prevent contaminat	Protect from contaminations		
17	Pink	My Way	Separationist					
18		Care taker	Doing It My Way					
19		Avoid contamination	My Wash My Way					
20		Separate	Laundry Leader					
21		Protect Others						
22								
23								
24								

Taskbar: Candidates & Participants, Schedule, Dial & Start Session, Chatter, Summaries, Aud Segs, Status

Hangouts Video Call

Taskbar: Windows, Home, Mail, Calendar, Hangouts, Chrome, Firefox, Edge, Task View, Search, Network, Volume, Battery, Time: 4:32 PM, 10-Nov-15

steps for creating thinking styles

1. remember each person



review participant sketches



each team member represents a number of sketches

2. establish the focus



list what is “in” or “off-limits” based on your org’s focus or priority (... or not!)



pare back sketches to what is pertinent for each person



separate out distinct contexts (if needed)

3. the TS working session

as a team, between 4–10 hours

move participants with guiding principles in common into groups



annotate each group by listing ~2–4 common guiding principles



highlight people by strength of match to the annotation



clear your mind

iterate to see if you can make each participant belong to a unique group

4. describe & label each group



briefly describe each group in first person, using inner thinking & guiding principles



then label the group with an adjective or noun phrase

5. consider demographics

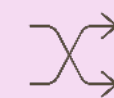


does discrimination, physiology, culture, or environment affect thinking?

6. check your work



check your descriptions with real people; maybe start over



compare to past segmentation work

- think of some participants who have something in common as a way to achieve the purpose
- at this point it's only out-loud discussion that describes the groups (use colors?)
- you will try several different groups like this

716 Always
Running Late
to the Airport

707 Scared
of Flying but
Love to
Travel

719 Get
Home
Quickly Using
My Status

713 Bring the
Whole Gang
Along

711 Pre-check
Loose-grip
Organizer

716 Always Running Late to the Airport

707 Scared of Flying but Love to Travel

719 Get Home Quickly Using My Status

713 Bring the Whole Gang Along

712 Youth Group Wrangler

711 Pre-check Loose-grip Organizer

716 Always
Running Late
to the Airport

707 Scared
of Flying but
Love to
Travel

719 Get
Home
Quickly Using
My Status

712 Youth
Group
Wrangler

713 Bring the
Whole Gang
Along

711 Pre-check
Loose-grip
Organizer

716 Always Running Late to the Airport

707 Scared of Flying but Love to Travel

713 Bring the Whole Gang Along

719 Get Home Quickly Using My Status

712 Youth Group Wrangler

711 Pre-check Loose-grip Organizer

708 Reader of Books and Magazines

702 Make It Stress Free

716 Always Running Late to the Airport

707 Scared of Flying but Love to Travel

719 Get Home Quickly Using My Status

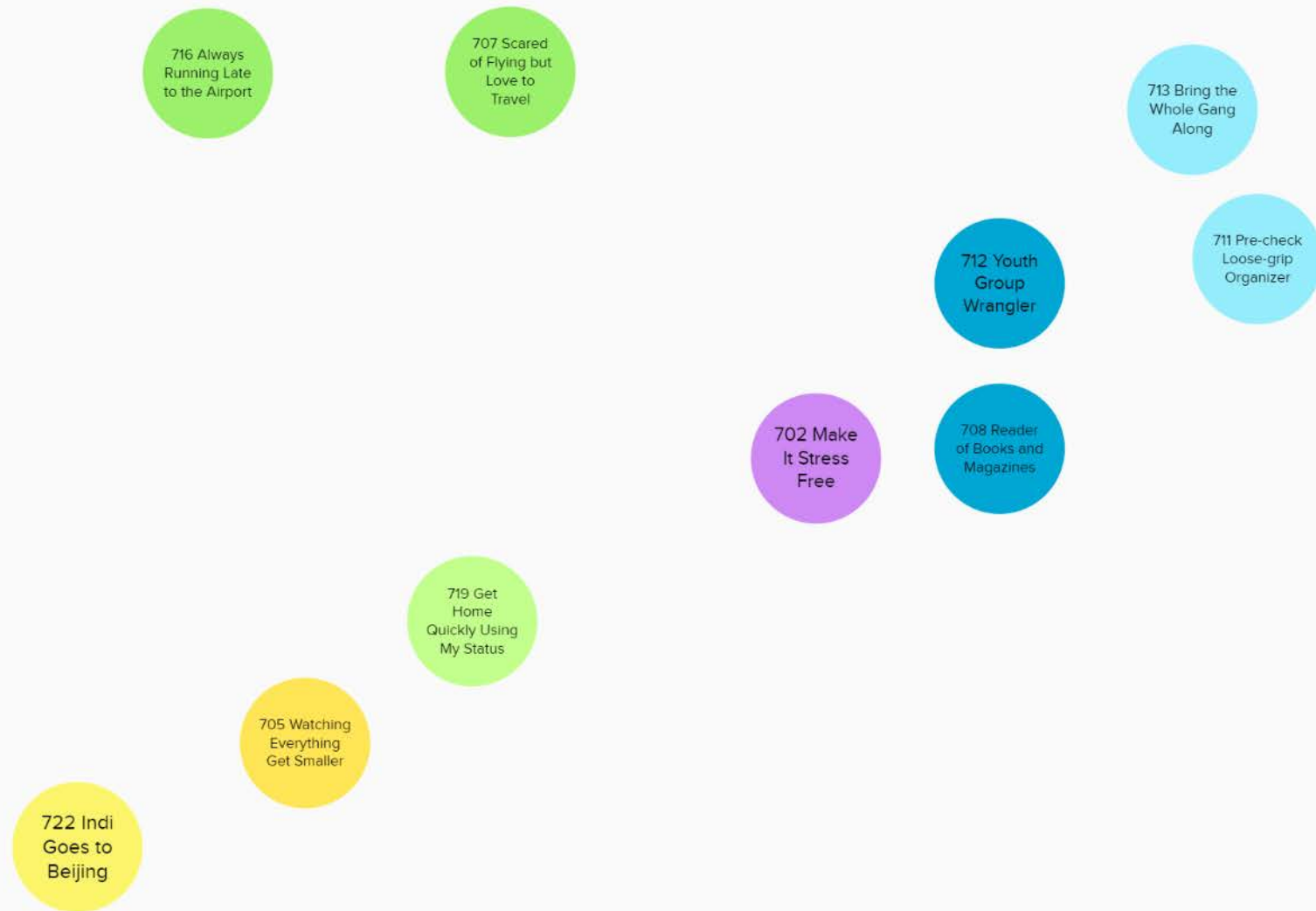
702 Make It Stress Free

712 Youth Group Wrangler

708 Reader of Books and Magazines

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does discrimination, physiology, culture, or environment affect thinking?

6. check your work



check your descriptions with real people; maybe start over



compare to past segmentation work

- wait for a few iterations, without annotation, to find agreement, or when you need a way to remember the reason for a group
- list several of these participants' common inner thinking & guiding principles

- an annotation is written from memory of the whole listening sessions, not strictly formed from the participant sketches
- do NOT compel yourself to use all the summaries
- select only the pertinent ones across this group of participants, to see if they really work as a group

716 Always Running Late to the Airport

- kkjlk sdavxo

707 Scared of Flying but Love to Travel

- iuoiu lkjlj
- lkjklj alsda dlks dk
- kueoinvnei kn d

713 Bring the Whole Gang Along

- iu xdziuiudsj s dif
- vzxuiewknfsl ljks

719 Get Home Quickly Using My Status

- lksjdfkaj
- alsd lakj dsika askdjflaskjda
- lkajksd aldkadkfj adk
- aklja va sdakdjfa a
- apsdkjdkjflskdjlkj jkdjlaja
- hkljlj a jkdjkkjla s sllksdj

712 Youth Group Wrangler

711 Pre-check Loose-grip Organizer

708 Reader of Books and Magazines

- lksjdfkaj
- cmnalsk lakj
- ioidslka askdjflaskjd
- lkajksd adk
- nbsbeva sdakdjfa a
- kjlkj lkj iouemen

702 Make It Stress Free

- vxdoiusk kjh

717 I'm with the Band

- isdixc sdio sd
- iuoas sdnkee lkjlskj

705 Watching Everything Get Smaller

722 Indi Goes to Beijing

- chxgd
- cvvq ewlwf lakj
- yyasaskdjflaskjd
- lkajksd adk

714 Don't Bring Drama Into It

- lkajksd aldkadkfj adk
- aklja va sdakdjfa a
- apsdkjdkjflskdjlkj jkdjlaja
- lksjdfkaj
- cmnalsk lakj
- ioidslka askdjflaskjd lkajksd adk
- nbsbeva sdakdjfa a kjlkj lkj iouemen
- cmnalsk lakj ioidslka askdjflaskjd
- lkajksd adk nbsbeva sdakdjfa a

you are making archetypes,
not containers for all the data

discard, discard, discard

716 Always Running Late to the Airport

707 Scared of Flying but Love to Travel

713 Bring the Whole Gang Along

719 Get Home Quickly Using My Status

712 Youth Group Wrangler

711 Pre-check Loose-grip Organizer

- lksjdfkaj
- alsk lakj dslka askdjflaskjda
- lkajksd aldkadkfj adk
- aklja va sdakdjfa a
- apsdkjdkjflskdjlkj jkdjlaja
- hkljkj a jkdjkkjla s slksdj

708 Reader of Books and Magazines

- lksjdfkaj
- cmnalsk lakj
- ioidslka askdjflaskjd
- lkajksd adk
- nbsbeva sdakdjfa a
- kjlkj lkj iouemen

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- chxgd
- cvvq ewlkf lakj
- yyasaskdjflaskjd
- lkajksd adk

714 Don't Bring Drama Into It

- lkajksd aldkadkfj adk
- aklja va sdakdjfa a
- apsdkjdkjflskdjlkj jkdjlaja
- lksjdfkaj
- cmnalsk lakj
- ioidslka askdjflaskjd lkajksd adk
- nbsbeva sdakdjfa a kjlkj lkj iouemen
- cmnalsk lakj ioidslka askdjflaskjd
- lkajksd adk nbsbeva sdakdjfa a

guiding principles

these are how people make a decision for themselves
in context toward the purpose

→ I'm aiming for these while I'm out there in the
airport or in the plane

only 2–4 guiding principles will be in common

so these lists are too long
but get pared back as we work

only 2–4 guiding principles will be in common

so these lists are too long
but get pared back as we work

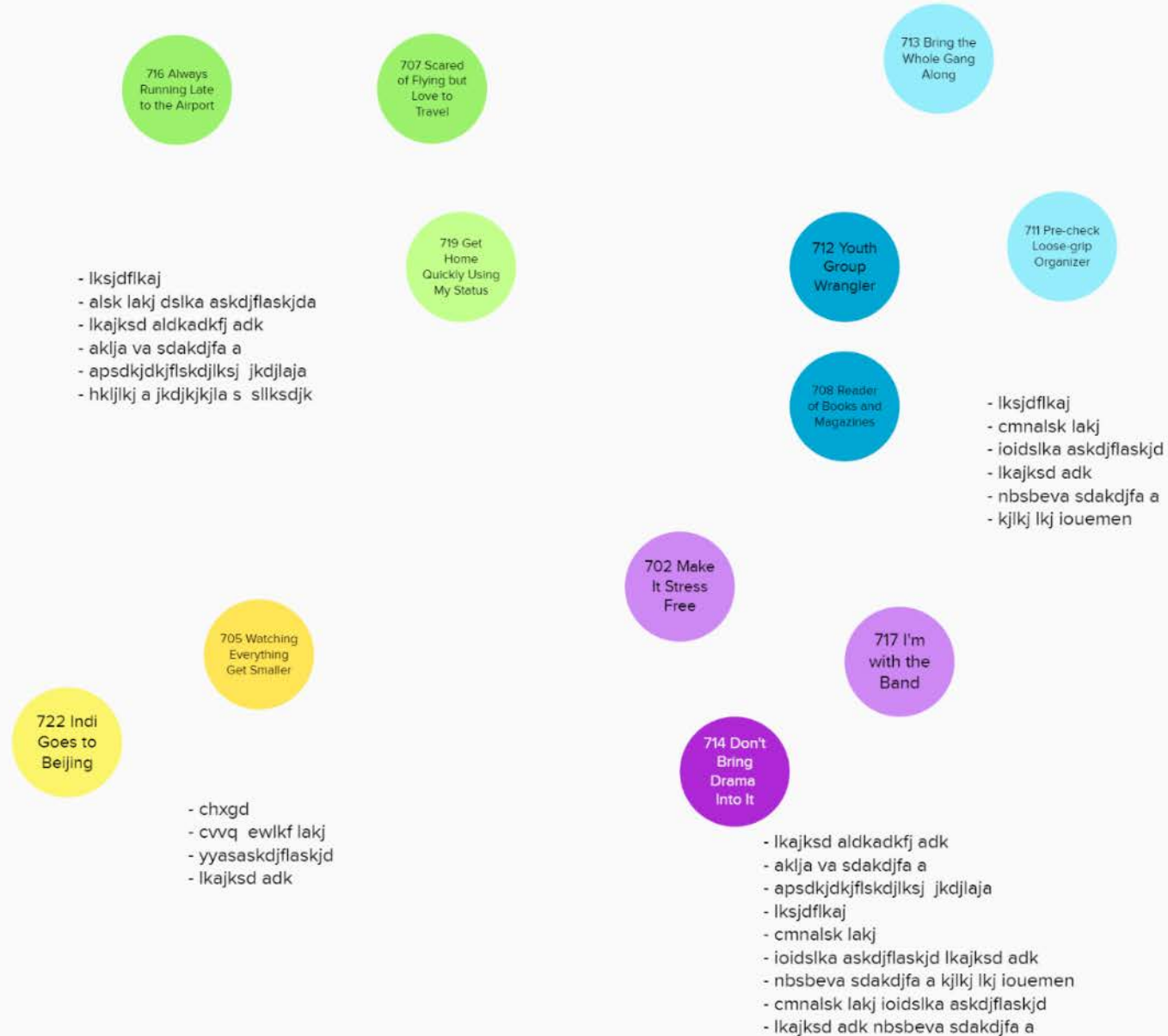
how?

ask “why?” about some of your annotations

and keep adding people to the page

who is missing?

we have 8 participants who do not yet appear



steps for creating thinking styles

1. remember each person



review participant sketches



each team member represents a number of sketches

2. establish the focus



list what is “in” or “off-limits” based on your org’s focus or priority (... or not!)



pare back sketches to what is pertinent for each person



separate out distinct contexts (if needed)

3. the TS working session

as a team, between 4–10 hours



move participants with guiding principles in common into groups



annotate each group by listing ~2–4 common guiding principles



highlight people by strength of match to the annotation



clear your mind

iterate to see if you can make each participant belong to a unique group

4. describe & label each group



briefly describe each group in first person, using inner thinking & guiding principles



then label the group with an adjective or noun phrase

5. consider demographics



does discrimination, physiology, culture, or environment affect thinking?

6. check your work



check your descriptions with real people; maybe start over



compare to past segmentation work

this can feel messy and random as we create, consider, and cast aside different group approaches to achieve the purpose

groups merge and dissolve, over and over

get as many of them that are viable on the page, and keep considering participants

clear your mind, refocus again

this is about comparing PEOPLE not concepts

your cognition will fight you

*“Seriously, I'm astonished at how **ingrained** the ‘nourning’ and ‘theme generation’ practice is, even after having looked at qual data in this different way. I think it's because of the **action** of affinity making. That on its own is apparently enough to jettison me into a sort of muscle memory.”*

we tend to find qualitative data themes based on surface (explanation, generalization, preference, opinion, statement of fact ... bad habit

also, **the concepts vs. people rut:**

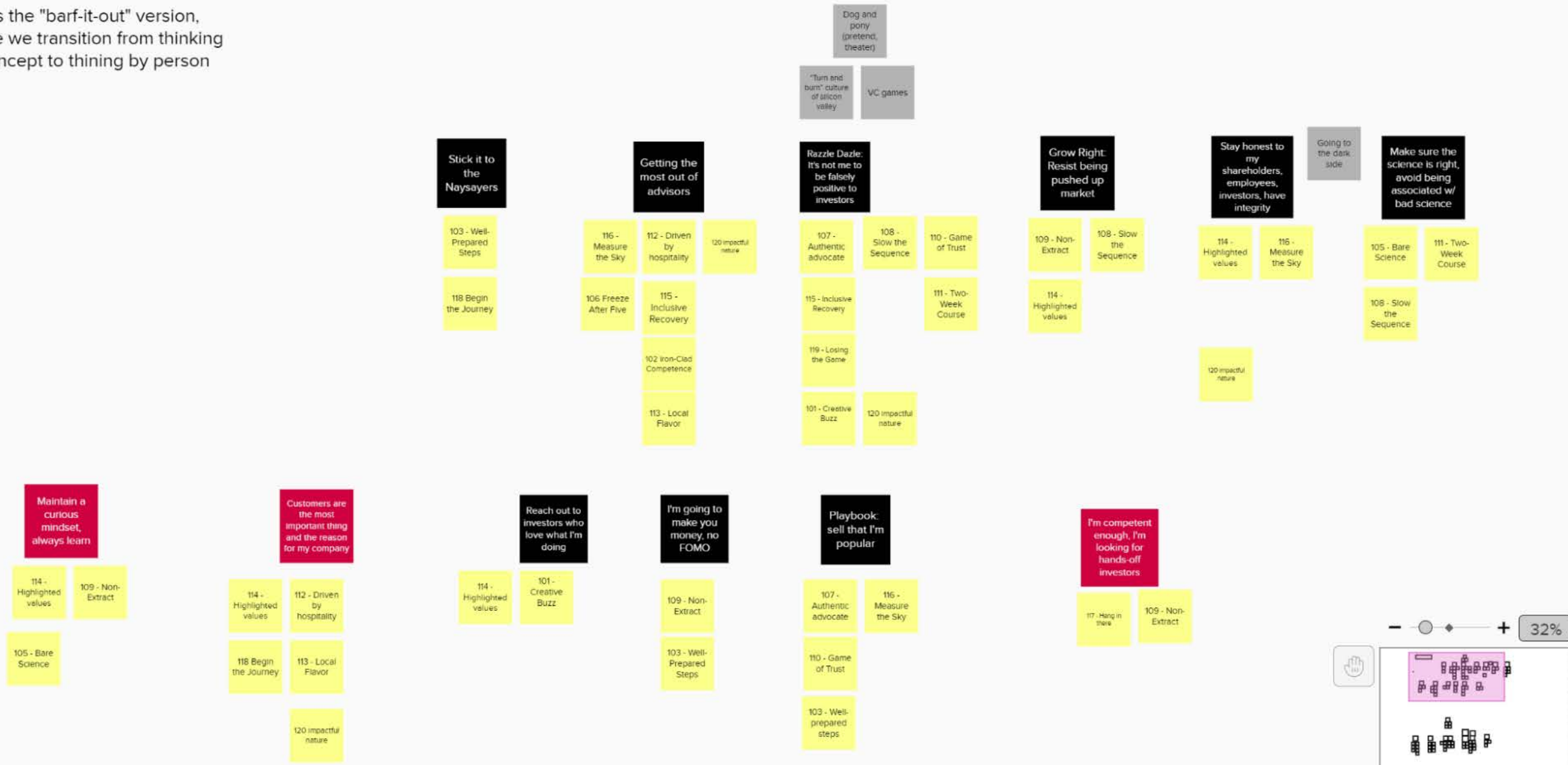
in cultivating patterns across summaries, we looked to the focus of mental attention

here we something else ... across a few participants, do they share core ideas, approaches, philosophies to achieve the purpose?

(it's the strong gravitational pull of the concept-affinities that gets us in trouble)

sometimes we purposely make a “first pancake” throw-away version, to get concept affinities out of our system (so we can see people affinities instead)

This is the "barf-it-out" version, where we transition from thinking by concept to thinking by person



clear your mind, refocus again

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iterate to see if you can make each participant belong to a unique group

4. describe & label each group



briefly describe each group in first person, using inner thinking & guiding principles



then label the group with an adjective or noun phrase

5. consider demographics



does discrimination, physiology, culture, or environment affect thinking?

6. check your work



check your descriptions with real people; maybe start over



compare to past segmentation work

you want each participant to end up
in only one group



The product is solid. This is ours to lose.

I am determined, diligent, and confident to lead this business.

I am qualified to make this product because I know the industry and can find a way.

If you don't see the genius in this product, then don't invest.

This is (or will be) one product of many in my career.

- I avoid alcohol at my own events.
- I mention to event creator that the person fired had previously propositioned me at an event.
- Feel upset that gender discrimination does exist when I thought that in the professional world it wouldn't happen.
- A/B test my appearance to see what will make customers, advisors believe that I am competent.
- Feel disgusted women are treated as tokens which disempowers me.



I want to start my own business, so I can make decisions, work together, and possibly become a (known) leader.

I'm driven to alleviate something that is a pain point for people.

I am excited about this opportunity to fix something that's bad.

- Feel annoyed at the waste of my time when I realize the networking event has the bio culture of getting drunk like in a frat party, and no one talks about business.
- I keep having to prove myself because I'm young and I've got no credibility.
- Take some time to recover my equanimity.
- Outsider is how I am treated, because I am not typical, but also because I refuse to be like those who are typical (not gonna wear a million dollar dress/see up lab in million dollar building).
- Feel frustrated that I face more judgement and trouble from people because I am a woman, but especially because I am a woman of color, and not a white man taking bullshit while looking confident.



Despite what others think, we can run this business as a sustainable and ethical entity, and also make money.

It's about cultivating an inclusive community of people, customers, contractors, vendors, and employees.

The empowerment of others depends on everyone paying it forward, relying on the halo effect.

I am growing with intention, in tune with my values/mission/conviction (possibly as a thought leader), to influence a culture change, using my business as a role model.

I am unwilling to compromise my integrity.

- As a woman of color I have to prove myself more so and don't have the luxury to fail.
- Feel shocked that when someone asks me to refill the juice when I'm at the event to give a pitch as a CEO, just because of my race.
- Feel like an outsider, as there's a lack of role models and feel like I have to conform and put up with.
- I tend to second-guess myself when my investors have an opposing idea.
- The injustice of all the prejudice really wears me down and affects my mental health.



I am driven to tackle big challenges that will propel my industry and society at large forward.

I am determined to see my idea come to life, so I need to have control over the decisions and direction.

- Feel frustrated that my expertise scares investors because they don't feel as smart as me (110).
- Second-guess myself, like when investors ask if I have the charisma to lead a company (110).
- Feel frustrated that as a woman of color in the USA, VC funding is based on psychology and appearance, but in Asia it's based on proving expertise (110).
- Outsider is how I am treated, because I'm not typical but also because I refuse to be like those who are typical (110, 111).
- Feel pissed that during the pitch the VCs are asking me about my charisma when I know none of my male founder friends have been asked this, and it's just unfair bias because I'm a woman (110).
- Stop my co-founder from saying sexist comments to my female employees because he needs to act according to these times, even though he doesn't think he's judging (110).
- Feel frustrated that I face more judgement and trouble from people because I am a woman, but especially because I am a woman of color, and not a white man taking bullshit while looking confident (110, 111?)

two ways to get stuck

you can only derive thinking styles if
there are patterns in the data you collected

if your data is too broad → no patterns

two ways to get stuck

reminder...

- there doesn't have to be more than one group
- don't decide # of thinking style groups ahead of time

exercise thinking styles working session

1. We each represent one or more participants.
2. Go back to Mural and find your participant circle. Make a copy to put in our working frame.
3. As a team we'll discuss how choose a participant to begin with, describe that person, and see who might have a match.
4. Begin work, and iterate:
 - a) Move the circles of participants w/something in common, into a group.
 - b) Annotate this group by listing some common inner thinking & guiding principles.
 - c) Highlight participant circles by strength of their match to the annotation (high, med, low).
 - d) See if you can make each person belong to a unique group.
5. We will clear our heads & try again.

homework

typical problem space study timeline

frame study

recruiting

listening sessions

participant sketches

transcripts

concepts & summaries

cultivate patterns

thinking styles

layer MMD

align capab.

gap analysis

priorities strategy

job stories

purpose metrics



draft thinking styles
(validated after 2nd
and 3rd studies)

homework logistics – Live class participants

Live: We will share a Mural canvas with you, either [Group A](#) or [Group B](#). (Links are on the Class page on indiyoun.com)

- **Form a team of 5 or 6+ people** (the bigger, the better)
- **Tell us a date & time if you need us to set a zoom meeting**
- Create a frame or area in that canvas for your team
- Put your names on the frame plus one of the following indicators:
 - “wip” if you are not finished yet (Work in Progress)
 - “ready” if you are ready for review
 - **“*” appears when the reviewer has commented on it**
 - “?” if you have questions about the reviewer comments

homework logistics – Live class participants

Group A homework due (for review) 23–May pm

Group B homework due (for review) 27–May noon

or earlier (yes!)

if you don't finish the homework by the next class,
Indi will not review it (if you are aiming for the
six–course certification, homework is required)

(it's too difficult to review homework retroactively)

homework logistics – Live class participants

On the platform: Please find links to the homework materials, marked with HW.

You are also welcome to look at other people's frames.

Leave notes for each other

* means you have **Reviewer Comments on your homework**. You can check Reviewer Comments on other people's tabs, too.

homework logistics – Follow–along participants

Follow–along: You will do your homework using your own drawing tool. There will be no homework review by Indi, but there will be discussion of the conclusions in the next class that you can use to check your work.

You are encouraged to team up with other Follow–along people in this course (this is a team working session, so practice that way)

homework background



An airline (real client study):

- What are we missing in terms of perspectives from frequent travelers?
- Can we validate the thinking styles?

Purpose: “what went through your mind during your recent day of air travel?”

There were 100 participants, of which these are close to the final set of 20.

The study had the recruiting attribute of some people with elite services, some people with fear of travel, people traveling in upper class, frequent travel; half travel w/kids or groups and half solo/couple.

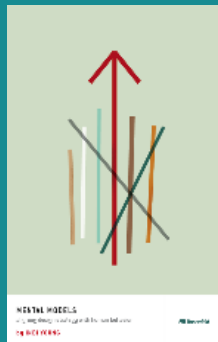
homework thinking styles working session



1. This is a continuation of our work together in Class #2.
2. Choose a frame for your team & list your names. All the participants are listed in circles. Copy the ones that the members of your team represent & put those in your frame.
3. Continue our work, and iterate:
 - a) Move the circles of participants w/something in common, into a group.
 - b) Annotate this group by listing some common inner thinking & guiding principles.
 - c) Highlight participant circles by strength of their match to the annotation.
 - d) See if you can make each participant belong to a unique group.
4. (if needed) Separate out distinct contexts that seem to represent different thinking styles. (e.g. travel with a toddler vs. business trip)

stay connected ... over the years

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