

THINKING STYLES

Advanced Training Course
Class #3
@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

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

why do this?



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 person, using inner guiding & guiding principles

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

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”

the problem with (most) personas

1. marketing informed heritage
2. make-believe details
3. the same persona (with different demographics)
4. role-based assumptions
5. horoscope-like usage
6. solution specific (blinkered by the org's solutions)

What About Me?

I know what I like. I expect systems and procedures to work smoothly. My money and my time are precious. I believe in delivering what I have promised. I seem to have higher standards than some others; I have good taste. It seems like I always have to fight to get what I paid for. I work hard to find the flights that I need, navigating between airlines and times of travel and prices. I'm glad I know how flying works so that I can get what I want. Comfort is important to me. I focus on the rewards of being loyal so that I can upgrade myself when possible. When I see someone getting better treatment than I am, then I'll stand up and say something. I don't like changing my plans, so I try to get my plans perfect in the first place. If my plans get changed out from under me, then I am likely to get upset and probably complain to someone, even though I doubt that the person actually wants to help me in the situation.

same personality for all aspects of their life??!

- Dislikes being thwarted.
- Often audibly expresses displeasure - sighs, groans, complaints.
- Are comfortable telling strangers how unsatisfactory something has been.
- What about me?

Outside of the booking experience:

- Might honk, yell and gesture in a traffic jam.
- Grumbles about long lines at the checkout stands to others waiting in line.
- Might have an unhappy attitude, thinking other people are having a better experience.

Bargain Hunter



Allison 38
Paralegal Manager
Divorced, living with two daughters in Westchester, NY.

She always looks for the best deal on her regular flights to Scottsdale.

Almost Elite



Ethan 25
Member of Tech Staff
Software Engineer
Single, living outside Palo Alto, CA.

He is going to Tokyo for a conference, but isn't a very experienced flyer internationally.

Road Warrior



Robert 45
Salesman, Cogswell Cogs
Lives with wife and two kids in a Washington DC high-rise.

He remembers when air travel was better and he'll tell you about it.

"I'm not the only one; there were at least 10 or 12 people who had also been stranded and all of us ended up getting to LAX through different routes."

not horoscope: different guiding principles for different contexts

purpose: driving a car

- Choreography – being aware of all my partners are moving on the road, including pedestrians, is how we all can “dance” together with grace, doing no harm
- Winner! – just like a game, if I get ahead of others, go around obstructions, and get there a tiny bit faster, I win

context: going to visit friends for dinner

context: commuting to work

context: driving my daughter, who missed the bus, to the airport on time to meet her team to fly to the championships

homework review

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)

2020 notes

hold the whole person in your mind; don't only work with these summaries

annotate a TS concept with the purpose in mind

I'd like to see more complexity in these other concepts. They seem quite narrow, and it's why you don't have groups forming.

2021 notes

small affinities that can be confusing and demand more time to digest

e.g. the follow the rules GP ... "there were two different reasons for it" so that it's stress free; so that it goes as fast as designed. Those underlying reasons are different TS.

questions about changing thinking styles. How to support that move

doing the working session alone -how?

exercise thinking styles working session, continued



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.

making thinking styles

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

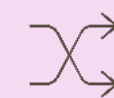


does discrimination, physiology, culture, or environment affect thinking?

6. check your work



check your descriptions with real people; maybe start over



compare to past segmentation work

describing & labeling segments

steps for creating thinking styles

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compare to past segmentation work

describe each thinking style group

like an actor, be a member of this group as you
write your own thinking style description

describe each thinking style group

format: paragraph, 4–8 sentences, easy to read

- a. represent only the core concepts that hold this group together: inner thinking, reactions, guiding principles
- b. use first person voice
- c. write in present tense
- d. capture some vocabulary
- e. vague enough to allow for differences of detail from participant to participant; “might,” “can”

purpose: cook dinner as a creative home chef

104, 105, 106

Something I saw inspired me to cook a particular dish. I want it to turn out just like I imagine (or just like the photo). I like to have a plan, because there's always this climax in the kitchen when things need to be done and it can get stressful. To make sure I have everything I need and I don't mess up any steps, I might get everything out on the counter or maybe write some notes. I refer to a recipe as I go to make sure I have the right cooking temperature and times. If things don't turn out the way I want, it can be disappointing.

describe each thinking style group

each group description is **clearly differentiated** from the others

purpose: decide to get a college degree in an economically depressed area

My philosophy is to help other people. I am determined to help people because of what has happened in my life.

102 104 105 106 108

My philosophy is to help my children live better lives than mine. My grandmother and my mom also tried. My life revolves around my family.

101 103 107

purpose: take care of my clothing

I take pride in my clothes and how I present myself. It's important to me to keep the color, shape and sparkle of the original design intact, so I can continue to enjoy looking sharp.

I believe there's a proper tool to use and proper way to treat everything. I want clothes to look professionally laundered or pressed.

I have a systematic approach to the way I organize my clothes in the closet, to help finding clothes to wear easier.

I think there's so much to learn about laundering correctly. I'm curious to understand better ways to care for clothes.

When I have to launder expensive or delicate clothes, or special fabrics, I rely upon reading labels to understand how I should care for them. I look up what I don't understand on the labels.

I am always learning more about all the smart features and functions on my washing machine and dryer.

purpose: take care of my clothing, continued

I'm pretty casual about laundry. I decide when to launder my clothes by considering what I need out of the dirty laundry.

Like most people, I have grease removal and many other types of spot removal sprays, but I take preventative steps to avoid stains, too. For example, I buy dark colored tops to minimize the appearance of marks.

On laundry days I throw everything in together to make up a full load. I'm aware that I probably don't sort clothing as well as I should.

I believe it's important to protect my family from exposure to bacteria and germs. I have rules as to what gets washed together and what gets washed separately.

I separate out clothing that has touched our bodies from smelly kitchen linens or my work clothes. I wash sweaty workout clothing separately. I might wash the baby's clothing in a separate machine.

I take steps to reduce the possibility of skin irritation by avoiding scented detergents, making sure items are well rinsed of detergent. I keep my family safe and clean.

steps for creating thinking styles

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review participant sketches



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compare to past segmentation work

label each group

format: 1–3 words, or so

- distill the core high–priority approach of this set of individuals
- differentiated from the others
- NOT a personal name

Label each group

format: 1–3 words, or so

- distill the core high–priority approach of this set of individuals
- differentiated from the others
- NOT a personal name
- make sure it's a label members of that group would be **proud, pleased, or at least comfortable embracing**

crisp & clean

I take pride in my clothes and how I present myself. It's important to me to keep the color, shape and sparkle of the original design intact, so I can continue to enjoy looking sharp.

I believe there's a proper tool to use and proper way to treat everything. I want clothes to look professionally laundered or pressed.

I have a systematic approach to the way I organize my clothes in the closet, to help finding clothes to wear easier.

trust the label

I think there's so much to learn about laundering correctly. I'm curious to understand better ways to care for clothes.

When I have to launder expensive or delicate clothes, or special fabrics, I rely upon reading labels to understand how I should care for them. I look up what I don't understand on the labels.

I am always learning more about all the smart features and functions on my washing machine and dryer.

it'll be fine

I'm pretty casual about laundry. I decide when to launder my clothes by considering what I need out of the dirty laundry.

I feel embarrassed by stains and marks on my clothing—they are my nemesis. I have grease removal and many other types of spot removal sprays. I take preventative steps to avoid stains, too, like wearing dark colored tops to minimize the appearance.

On laundry days I throw everything in together to make up a full load. I'm aware that I probably don't sort clothing as well as I should.

the separationist

I believe it's important to protect my family from exposure to bacteria and germs. I have rules as to what gets washed together and what gets washed separately.

I separate out clothing that has touched our bodies from smelly kitchen linens or my work clothes. I wash sweaty workout clothing separately. I might wash the baby's clothing in a separate machine.

I take steps to reduce the possibility of skin irritation by avoiding scented detergents, making sure items are well rinsed of detergent. I keep my family safe and clean.

aim for words that are less likely to have
negative connotations

the grumbler → the frustrated

cover my ass → document the decisions

time & place for demographics

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check your descriptions with real people; maybe start over



compare to past segmentation work

on the one hand



on the other hand

there is the opportunity to **demonstrate this lack of causation** between demographic and thinking style by:

- list demographics by thinking style

thinking style is has **potential to explain what's behind a behavior**

what we found

Many different demographics are present in each behavioral audience segment, as they should be. Since these segments are based on the way people reason—a thinking style—it has nothing to do with age or gender, but everything to do with personal philosophy with regard to caring for clothes.

crisp & clean

- 101 three basket system – male, retired, couple's clothes
- 104 feel pretty – female, part time, my own clothes
- 105 the preservationist – female, full time, couple's clothes

it'll be fine

- 106 shuffling festival socks – male, student, my own clothes
- 108 coordinated family – female, full time, couple w/baby

trust the label

- 102 small space – male, unemployed, couple w/baby
- 103 geometric explosion – male, retired, couple
- 109 laundry is love – male, full time, couple's clothes

separationist

- 107 separate don't contaminate – male, part time, couple w/baby
- 110 hard and fast rules – female, volunteer, family w/two kids

(a rule about gender)

please use the person's preferred gender identity

describe gender with

- use their words
- don't try to fit them in pre-defined boxes

(a rule about age)

do not state age numerically

describe age by

- life event, by phase of life
- by physiology or health issues
- by something germane to the purpose studied

a 40-year old can be a new parent or a near-retiree

a near-retiree can have thinking styles like:

“confidently look forward to the next two decades, with spending plans that allow for the things I want to do”

“intend to do a little belt-tightening, worrying how it will affect my lifestyle and happiness”

on the one hand  on the other hand

if **mismatch** between a **human-made experience** and
the way a person manifests in the world **causes**
inner thinking, emotional reactions, or guiding principles
then, **then create demographic lens:**

in reaction to **discrimination**
because of **physiology**
associated with **culture**
in reaction to surrounding **environment**

in reaction to **discrimination**

example demographics of discrimination:

- a person's voice
- a person's size, hair, skin, eyes
- a person's medical condition
- a person's disability
- what a person wears on their body or skin
- where a person lives
- what a person does for a living
- how much money/assets a person has
- a person's beliefs
- a person's politics
- the way a person's mind functions ...

(... this list is very long ...)

purpose: keep my business online, data running smoothly

thinking styles:

Technology Strategist

When a complex problem needs to be solved, I'm your person. Excited by technological advances, I proudly consider myself a strategic thought leader. Some call me a technology genius; I'm really just trying to be smart about making things better.

Scrambling to Keep Up

There is so much to do and I can't keep up! I just want my business to run, but I keep getting burned by forces outside my control or understanding. I am so frustrated with technology. I just want the technology to work right so I can get back to business.

Proactively Making Employees More Efficient

Business is fueled by people, and being people-focused improves our bottom line. I optimize my organization by making people more effective and efficient. At the end of the day, I want things to work even better than they do now.

create a demographics lens

1. choose parts of the listening sessions where people spoke about their inner thinking caused by discrimination
2. across participants, examine the patterns in approach, workaround, reaction, decision-making
3. make a lens for each strong pattern to put in front of each thinking style

voice of a woman

“I’m as concerned about our business as the caller is. When I tell them the network is NOT down, they don’t trust me. They tell me I must be wrong. It’s frustrating and demeaning, plus it is a waste of our work time.”

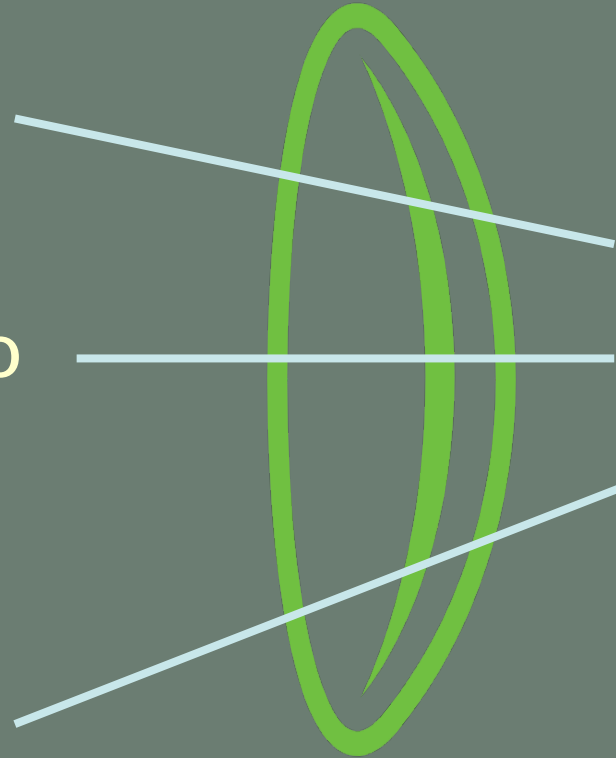
purpose: keep my business online, data running smoothly

thinking styles:

Technology
Strategist

Scrambling to
Keep Up

Proactively
Making
Employees
More Efficient



Demographics Lens 1:

About a quarter of the time people distrust what I recommend because I'm a woman in IT. It's frustrating, demeaning, and cuts into the efficiency of all our work. I keep my reactions from affecting my words, but I can't actually help someone who doesn't want me to help them. I usually tell the caller that I'll escalate their case, then maybe escalate it to my manager as harassment, if there is a system for that.

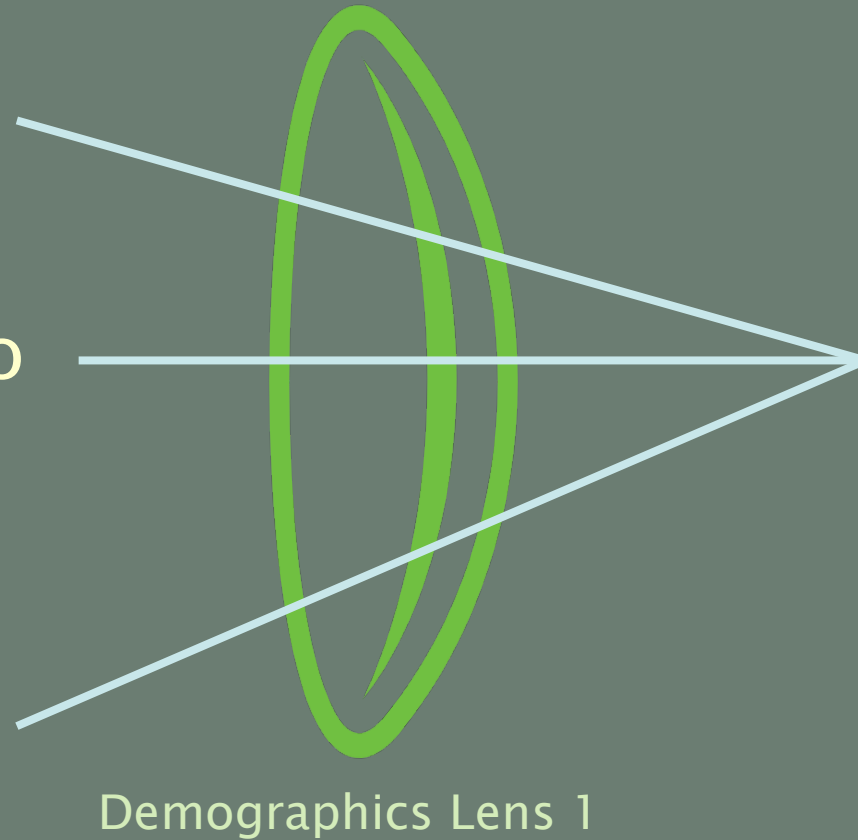
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Strategist

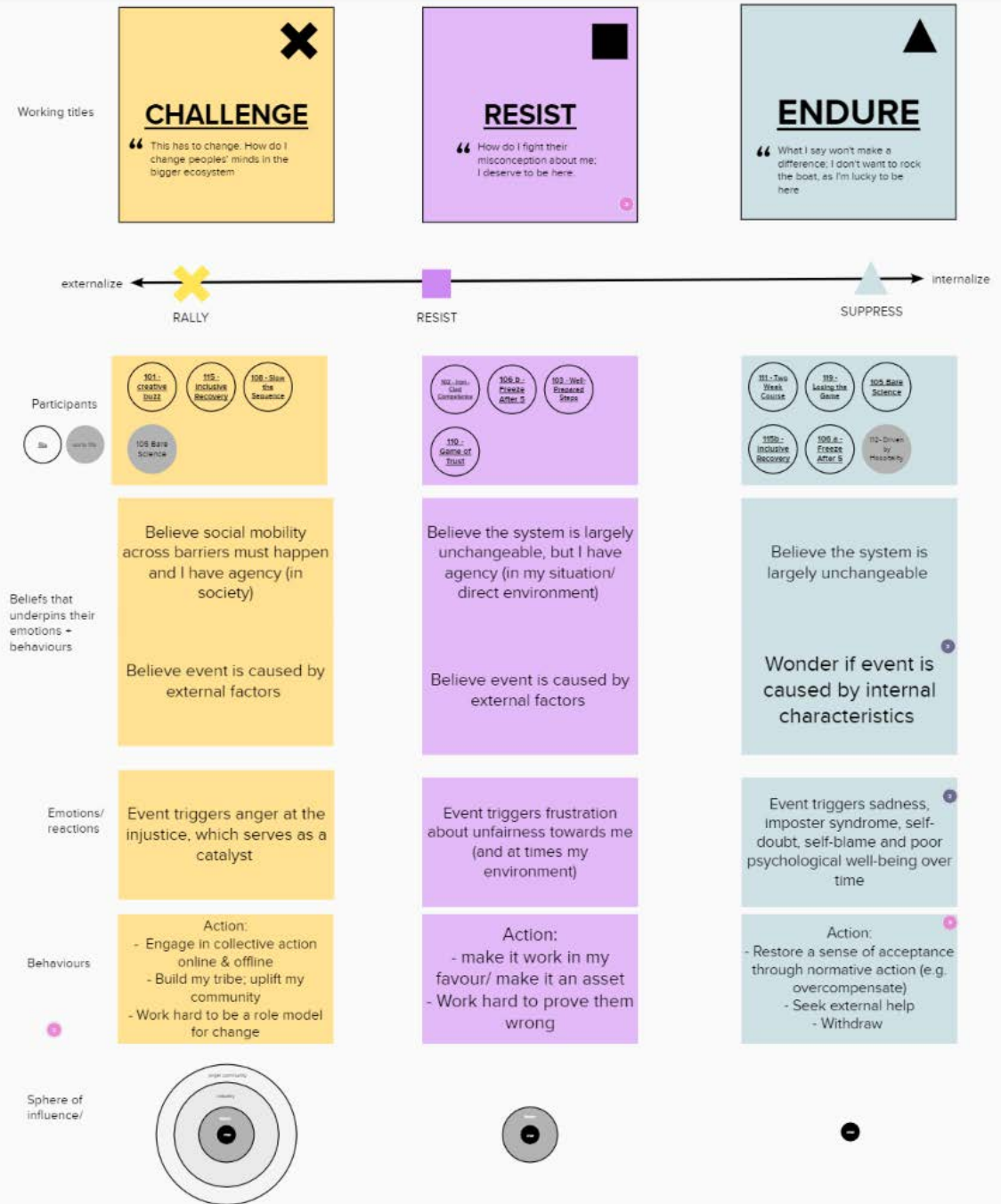
Scrambling to
Keep Up

Proactively
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- how are solutions currently harming?
(layer on the opportunity map)
- how can we support each thinking style through this lens?

lenses to put in front of each
 thinking style + purpose +
 context



homework

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)

Either together as a **team working session**, or **asynchronously as paragraphs, edits, and comments**:

- Either make a new frame for your team, or begin asynchronously writing in the Group A Class frame
- Put your names near your work
- Indi will check progress and make comments.

homework logistics – Live class participants

Group A homework due (for review) 30–May pm

Group B homework due (for review) 03–Jun 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 describe & label the thinking styles

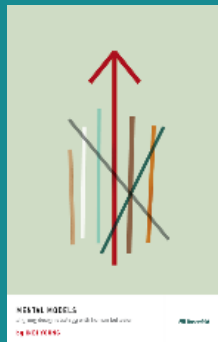


Either together as a team working session, or asynchronously as paragraphs, edits, and comments:

1. First, describe each thinking style group we found in our working session today. Use first person, present tense. Put yourself in their mind on that day of travel, on that date, in that airport and airplane. Only write a few sentences. The description contains inner thinking and guiding principles. (Avoid any description of concepts that we set as “off-limits.”)
2. Second, come up with a few suggestions for a label for this group. Make sure it’s a label people would be happy to use to describe themselves.
3. Vote on a final label. (optional) Try these labels & descriptions out on people who fly, to see if your wording is reasonable, or if the groups themselves are off.
4. (optional) Pick a demographic you’ve heard inner thinking about and try forming a demographic lens.

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