

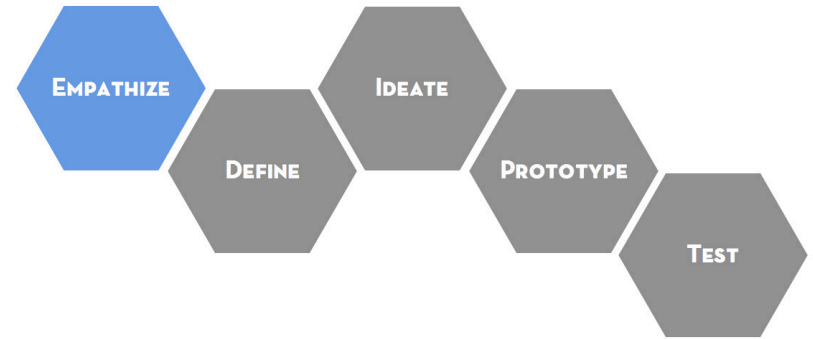
# EMPATHY FIELDGUIDE



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# EMPATHIZE



**Empathy is when you can feel what another person is feeling. Empathy is the foundation of a human-centered design process; by deeply understanding people we are better able to design for them.**

To empathize, we:

**Immerse:** Experience what your user experiences.

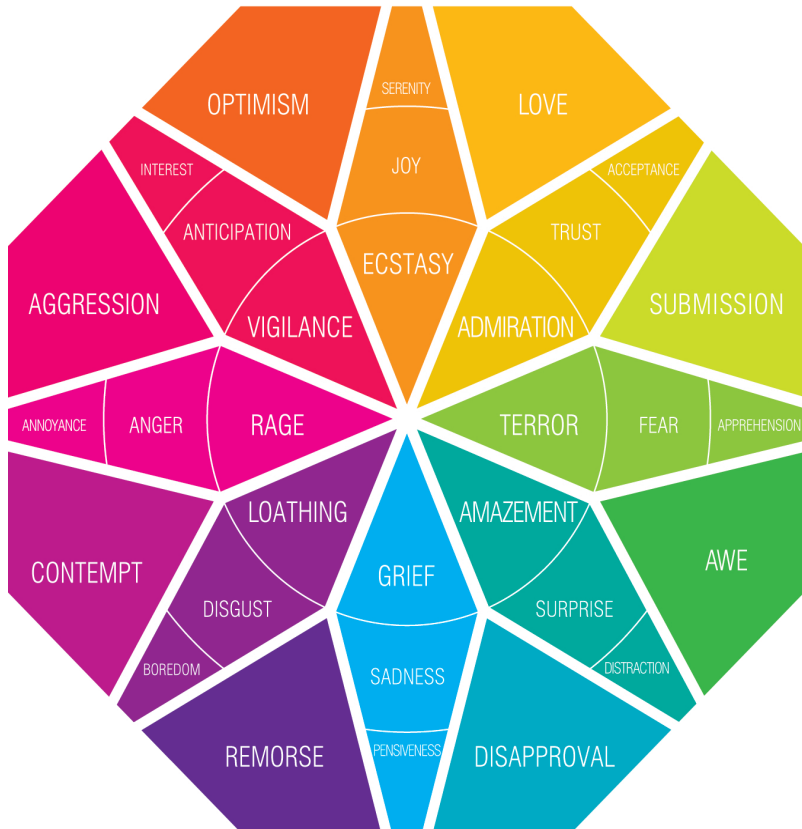
**Observe:** View users and their behavior in the context of their lives.

**Engage:** Interact with and interview users through both scheduled and short 'intercept' encounters.

**Empathize to discover people's expressed and latent needs so that you can meet them through your design solutions.**

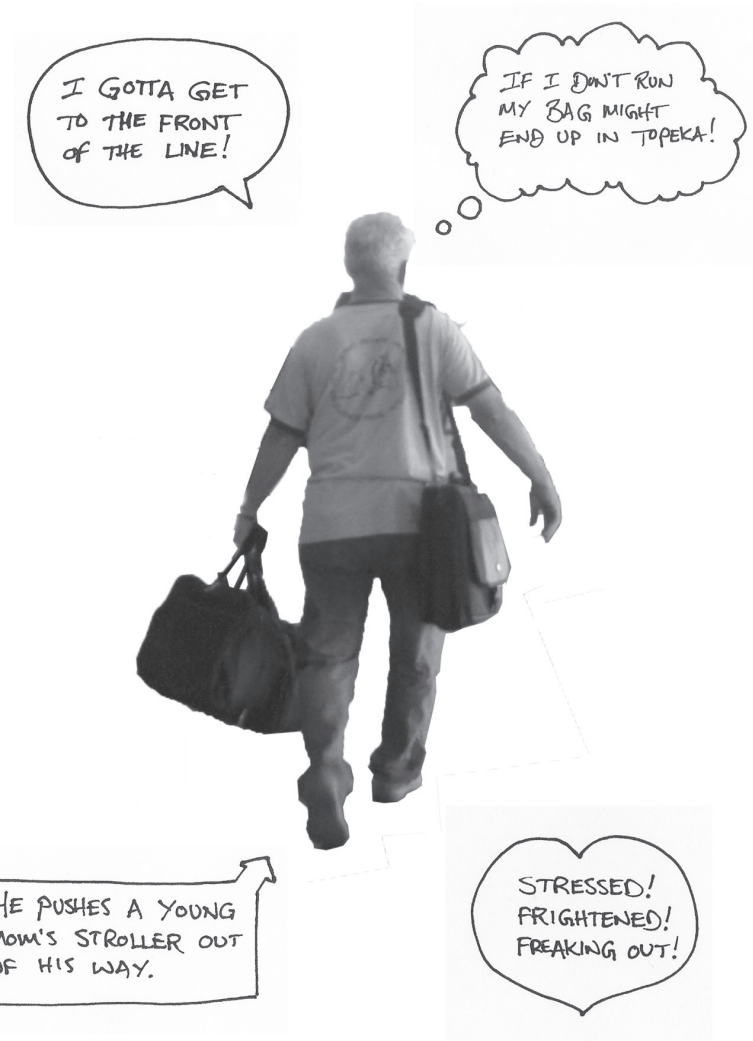
# how do you feel?

Based on your user's actions, responses, and body language, how would you define their emotional state?



Based on the work of psychologist Robert Plutchik, this wheel catalogs the basic emotions that define our experiences. Emotional intensity increases toward the wheel's center.

What evidence do we have?



Through observations and interviews, we can build a picture of our users' motivations based on what they say, do, think, and feel.

# observation

technique: what? | how? | why?

This simple scaffolding allows you to move from concrete observations of a particular scene to thinking about the more abstract emotions and motives that are at play in the situation.

Divide a sheet into three sections:  
What?, How?, and Why?

- 1 **What** is the person you're observing doing in a particular situation or photograph? Note the obvious as well as the surprising.
- 2 **How** is he doing it? Does it require effort? Do they appear rushed? Pained? Is the activity impacting the user in either positive or negative way?
- 3 **Why** is he doing what he's doing, in the way he's doing it? This step usually requires that you make informed guesses regarding motivation and emotions. This step will reveal assumptions that you should ask users about, and often uncovers unexpected realizations.

## WHAT

USING A PHONE BOOTH AS A CUBICLE.

## HOW

RESTING HER LAPTOP ON THE SHELF.

TYPING WITH ONE HAND, HOLDING HER COMPUTER UP WITH THE OTHER.

TALKING ON HER CELLPHONE—NOT THE PAYPHONE.

HER ROLLY BAG BLOCKS THE AISLE BETWEEN SEATS.

## WHY

NO FLAT SURFACES WITHIN EARSHOT OF THE GATE.

NO WAY TO GET ANY PRIVACY IN THE BUSTLING TERMINAL.

THIS IS HER LAST CHANCE TO CONNECT WITH COLLEAGUES OR CLIENTS BEFORE A LONG, POSSIBLY UNPRODUCTIVE FLIGHT.

# observation (demo)

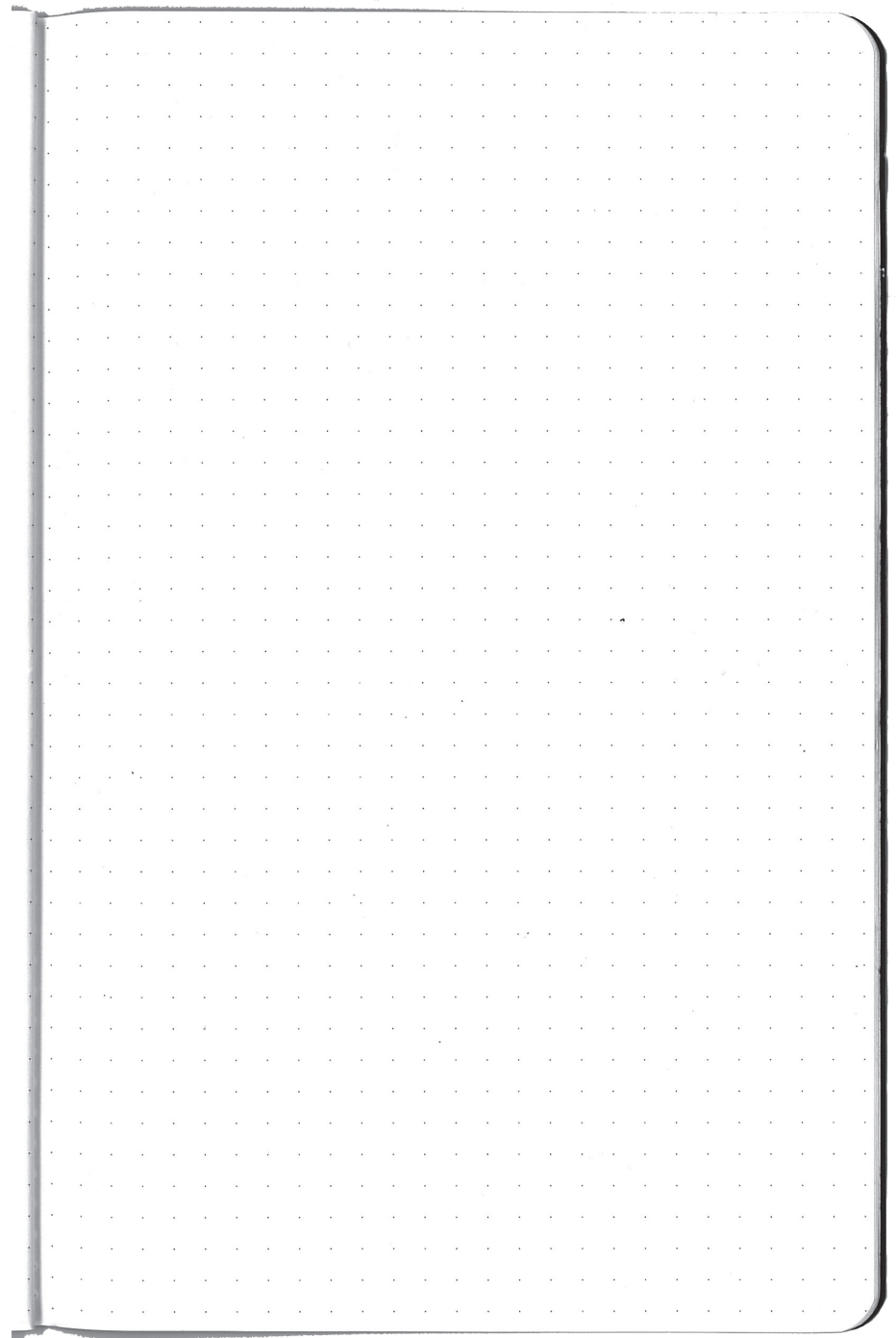


SFO International Terminal, December 4, 2010, 6:21 AM

**What** is the user doing? (What are the observable facts?)

**How** is the user doing that? (What emotions or feelings are present?)

**Why** is the user doing that? (What inferences can we draw?)

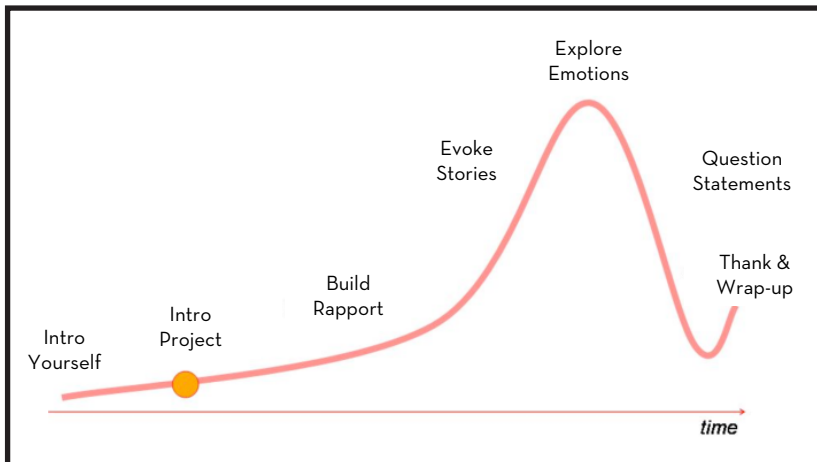


# how to interview

Have a **conversation**.

Seek **stories**.

Talk about **feelings**.



## Build rapport

Introduction: introduce yourself and your project in way that is comfortable to you. Try something like:

*"We're in a Stanford Exec Ed workshop. We're doing a project on the airport experience. Could we talk to you for a few minutes?"*

Kickoff: shift the focus to your user.

Build trust: offer something of yourself.  
Be affirming.

## Understand your user

"When did this trip begin for you? Why then?"

"Why are you traveling today? Why now?"

"Have you traveled JetBlue before?  
Can you tell me about the first time traveled with JetBlue?"

## Probe your topic

Use stories to learn about what your interviewee does, and more importantly, thinks and feels.

"Walk me through your airport experience today..."

"What was your best/worst/craziest experience with (area of focus)."



# interview tips

**Encourage stories:** Stories reveal how they think about the world.

**Don't suggest answers to your questions:** Even if they pause before answering, don't help them by suggesting an answer. This can unintentionally get people to say things that agree with your expectations. Ask questions neutrally.

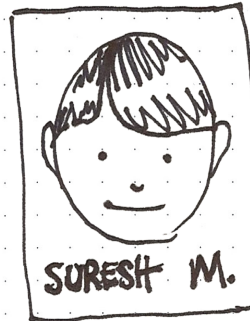
**Don't be afraid of silence:** Often if you allow there to be silence, a person will reflect on what they've just said and say something deeper.

**Look for inconsistencies:** Sometimes what people say and what they do (or say later) are different. Gracefully probe these contradictions.

**Be aware of nonverbal cues:** Consider body language and emotions.

**Stay on the same path of a question:** Respond to what your interviewee offers and follow up to go deeper. Use simple queries to get him to say more: "Oh, why do you say that?"  
"What were you feeling at that point?"

**ASK "WHY?"**



9 Y.O. WAITING AT BAG CLAIM  
FOR HIS AUNTIE SHILPA

Q: WHERE TRAVELLING?

A: AKRON → SFO TO VISIT  
FAMILY, FIRST TIME FLYING  
ALONE, FAMILY NO WHERE  
IN SIGHT (BITES LIP, WORRIED?)

▶ PLANE SWITCHED TERMINALS, CAN'T FIND FAMILY  
NO CHANGE FOR PAYPHONES.

Q: WORRIED?

A: YES! FLYING WAS FINE "STEWARDESS WAS AWESOME!"  
BUT "IN THE AIRPORT, I FEEL LIKE I'M IN  
A BLENDER!" TOO MANY THINGS WHIZ BY  
TOO FAST "I FEEL EMBARRASSED NOT KNOWING  
WHAT TO DO"

Q: WHY EMBARRASSED?

A: "EVERYONE'S ANGRY, IT'S LIKE A FIGHT AND  
I DON'T WANT TO SHOW WEAKNESS"

Q: WHAT WAS SO DIFFERENT ON THE PLANE FROM  
THE AIRPORT?

A: ALWAYS SOMEONE TO HELP YOU ON THE PLANE  
→ THEY ASK IF YOU NEED HELP.

IN SFO, "NO ONE WANTS TO HELP YOU"

"YOU'RE ALWAYS IN THE WAY"

# empathy locales

## and starter questions

### At the gate [A]

What do you do here? Where were you before this?  
How would you describe this space?  
How do you feel right now, before boarding begins?  
What do you worry about right now?

### Baggage claim [B]

What do you like about this experience? Why?  
Can you describe your bag to me? What would I find surprising about it?  
Can you walk me through what you did between when the plane landed and when you began standing here?

### Ticket counter [C]

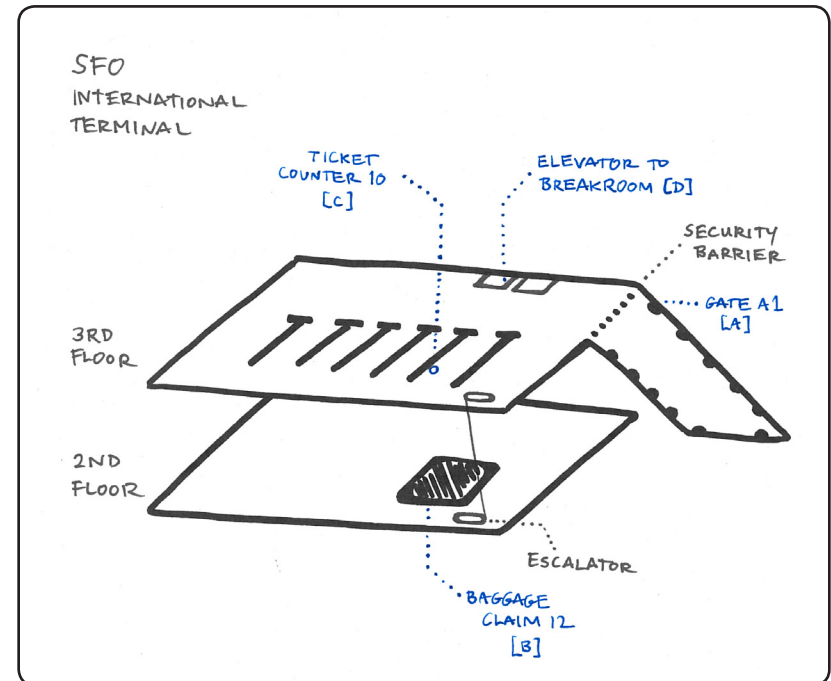
How did you feel when you approached the JetBlue check-in area?  
How does this compare to other check-in experiences you have had? For example, hotels, car rentals?  
Did you have any unusual circumstances to deal with at check-in today?" (baggage check, enter frequent flier number, seat change)

### The employee break room [D]

Can you describe your job for me?  
Can you remember a very happy customer?  
Very unhappy?  
Can you tell me about your most memorable customer interaction?

### A competitor's gate

What's your favorite part of being in an airport? Why?  
How did you choose your airline for today's trip?  
Could you tell me about your best/worst/most memorable air travel experience?  
How would describe JetBlue? And how does that compare to your carrier today?





coach \_\_\_\_\_

coach's # \_\_\_\_\_

meet up \_\_\_\_\_

