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A Designer's Story

LEAN

JX

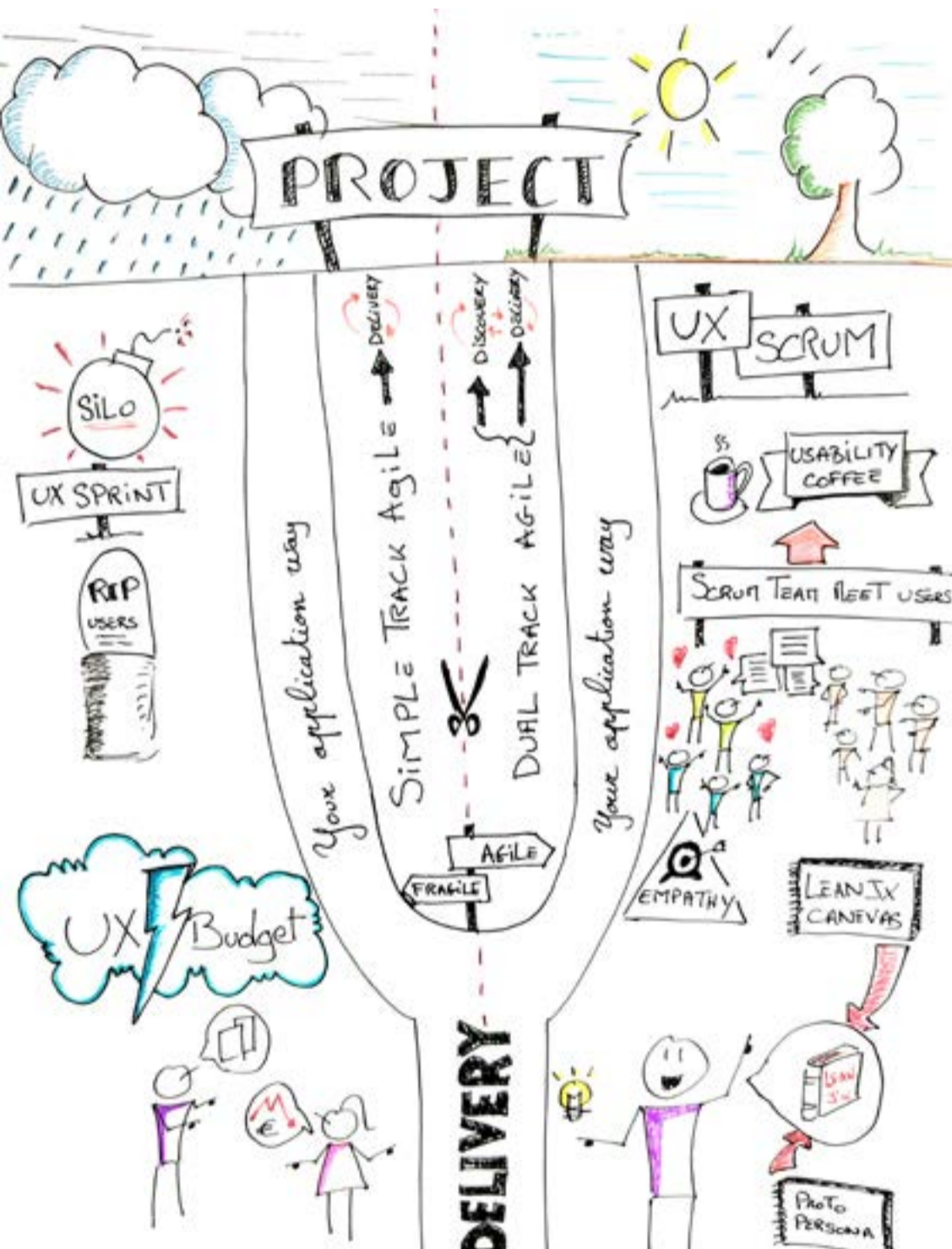
A Job-Centered Design

For Charlize and Ugo...

Preamble

Welcome to the world of service design and user experience. We will explore Lean Job Experience and its canvas, a tool that will guide you in creating services focused on the real needs of your users. Just as an architect draws plans for a house, we will outline your ideas to design experiences.

It all starts with a simple question: **how can we create services and web applications that truly solve users' problems?**



This is where Lean JX comes into play, and it will lead us to see its practical manifestation through the Lean JX Canvas. But don't worry, you don't need to be an expert to benefit from this guide. We will explain the concepts clearly and practically, using real examples and captivating stories to illustrate each step of the process.

Imagine you are a UX detective, diving deep into the motivations, desires, and needs of your users. You will discover how the concept of the "Job to be Done" can transform your design approach. We will explore the different types of "jobs" - functional, emotional, and social - and how they shape the experiences you create.

But that's not all. We will also delve into the Agile world and explore how Lean JX fits into this framework. Quick and efficient methods await you to help capture ideas and turn them into concrete solutions. And if you're wondering how to connect all of this to personas, don't worry, we will show you how these two concepts seamlessly intertwine to create user-centered design.

Are you ready to dive into the world of Lean JX and create services that will impress your users? Then get ready to transform your approach to service design!

There are other books and articles that address job-centered design. Other guides and resources are available in the field. However,

you will find that my book mainly focuses on my own vision of job-centered design. It is the result of my reflections, experiences, and pragmatic view of the real world. While I don't claim to have invented all the ideas, I choose to cite very few colleagues, studies, or books. This approach simply reflects the fact that I may not be aware of all existing sources. In the end, this book represents my personal vision of Lean JX, shaped by my experience and my unique perspective on the real world.

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Introduction

Welcome to the real world, where user-centered design and user experience come to life. In this book, I will introduce you to the Lean Job Experience Canvas, a tool that will guide you in creating services centered on the real needs of your users. Just as an architect shapes the plans of a house, we will sketch the outlines of your ideas to give birth to exceptional experiences.

Now, why did I choose to move from Jeff Gothelf's excellent Lean UX to Lean JX? It's because, in the real world, far from the ideal pages of books, BtoE applications take shape. They are often designed with the ideal in mind, catering to the wishes of developers and clients rather than the real

needs of end-users, who will, in any case, undergo training to master them. While our goal remains the creation of user-friendly, intuitive, and accessible interfaces, the absolute priority is to improve the work to be done. Maximizing processes by eliminating friction points, these sources of frustration, naturally leads to increased productivity.

In these circumstances, resources are often limited: time, money, and investment in user experience. Clients value functional applications more than those that are merely pleasant for users. This is where Lean JX comes into play, an efficient and productive methodology, making it easier for clients to adopt. By improving the user experience, Lean JX eradicates sources of frustration among end-users, making them satisfied.

Furthermore, Lean JX emphasizes the "quick and clean" approach through guerrilla UX techniques. Of course, these methods are less precise than traditional techniques, just as proto-personas are lighter and more ephemeral, in line with the Lean philosophy. The principle is simple: it's better to have lighter but functional proto-personas than none at all. Similarly, lighter guerrilla techniques provide evidence for hypotheses and user experience despite resource constraints.

In this ever-changing landscape, Lean JX becomes a powerful ally. By addressing the subtleties of BtoE applications, it merges the essence of user satisfaction and operational efficiency. As we journey down this path, we will discover the power of Lean JX to revolutionize our way of designing, creating, and delivering experiences. Let's dive into the dynamic world of the Lean Job Experience Canvas—a plan for innovation, efficiency, and user satisfaction.

To paraphrase a famous movie, we offer you this choice: close this book, and everything stops. Then you can dream in peace and continue to create applications where only the result matters, where UX is just a line item in the budget. Or choose to continue, stay in Wonderland, and follow the white rabbit down the rabbit hole!



Chapter 1 :

Exploring the Lean Job Experience Canvas

Still there? Then let's begin!

The Evolutionary Landscape of Web Service and Application Design

In the complex and ever-evolving landscape of web application and service design, the need to develop user-centered solutions is more crucial than ever. The Lean Job Experience Canvas (Lean JX Canvas) emerges as a tool to tackle this challenge by guiding you through the process of creating services that truly meet the needs and desires of users.

Why Lean JX?

User experience has become the cornerstone of business success, and the Lean JX Canvas presents itself as an essential methodology. Rather than a narrow product-centric view, the Lean JX Canvas takes a holistic and “Job to be Done” (JTBD)-oriented approach. This concept focuses on the specific tasks and objectives that users seek to accomplish, paving the way for deeper and more meaningful experiences.

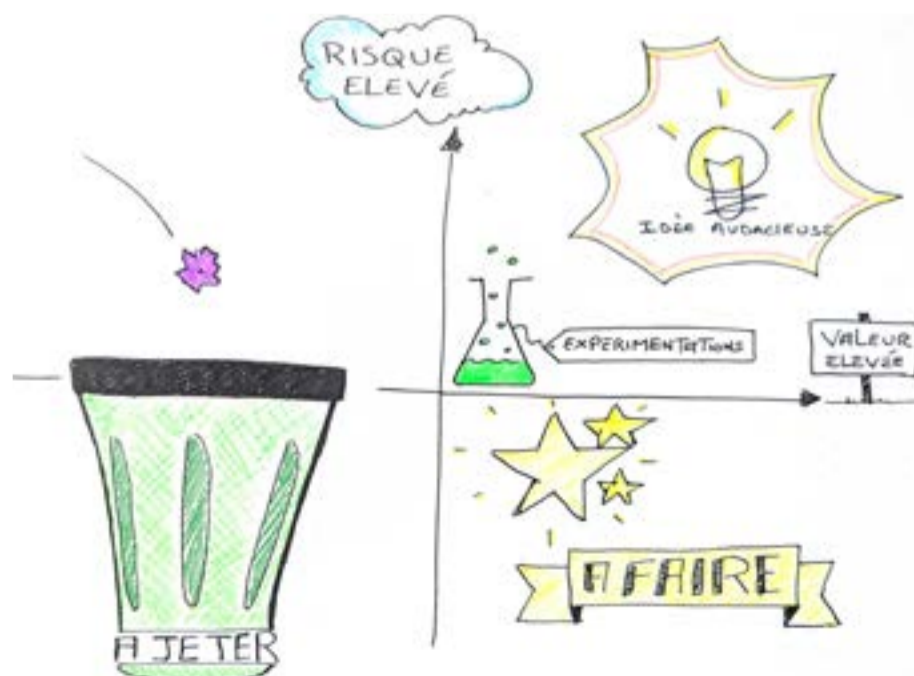
In this chapter, we will explore the reasons why the Lean JX Canvas is indispensable for user-centered service design in the context we've explained earlier. We'll delve into its transformative potential for your design process, enabling you to create experiences that transcend mere functionality and establish lasting emotional connections with your users.

The Essence of Lean JX Canvas in User-Centered Design

The Lean JX Canvas is built on a simple philosophy: to illuminate the “job to be done” by your users. This structured framework guides you through every step of the process, from the initial understanding of needs to the creation of a clear vision for your service. Unlike other methods, Lean JX and its canvas prioritize desired outcomes over specific features. This approach promotes flexibility and adaptability, ensuring that your efforts remain consistently aligned with the real needs of your users and clients.

Insight into Key Terms: Hypothesis, Outcome, and Experimentation

At the heart of the Lean JX Canvas are two crucial key terms: “hypothesis” and “outcome.” For Lean UX Canvas veterans, these terms are familiar, but for those new to this methodology, a deep understanding of these concepts is essential to fully harness their potential and design services that address the authentic



needs of your users.

“Hypotheses” are the assumptions we make about our users’ goals and how we can assist them. However, it’s important to note that not all hypotheses are created equal. Some are riskier than others, but they also offer a higher potential for added value if validated. To give you an idea, consider the graph: the y-axis represents the level of risk, while the x-axis indicates potential added value. A high-risk, high-value hypothesis can be described as a “bold idea,” as we will see later.

On the other hand, the term “outcome” is equally crucial. Outcomes refer to the specific results, tangible outcomes that we aim to achieve with our service. Understanding and defining these outcomes is a fundamental step in the user-centered design process. Rather than focusing on product features, outcomes concentrate on the positive transformations our service will bring to the user’s life.

In summary, understanding these concepts in-depth and nuance is the key to fully leveraging the Lean JX Canvas and creating experiences that have a positive impact on your users.

The term “outcome” is equally crucial. Outcomes refer to the specific results, tangible outcomes that we aim to achieve with our service. Understanding and defining these outcomes is a fundamental step in the user-centered design process. Rather than focusing on product features, outcomes concentrate on the positive transformations that our service will bring to the user’s life.

On the other hand, Lean JX is based on the fundamental philosophy of minimizing waste and focusing on creating value for the user. Experimentation fits perfectly into this approach as it allows for rapid testing of ideas, features, or prototypes with users to assess their effectiveness.

Here’s how Lean JX and experimentation are intrinsically linked:

Hypothesis Validation: During the job-centered design phase, you formulate hypotheses about user needs and preferences. Experimentation enables you to practically and concretely test these hypotheses.

Risk Reduction: By iteratively testing ideas and collecting user experience data, you reduce the risks associated with developing unvalidated features.

Continuous Improvement: Experimentation promotes continuous improvement by allowing you to gather user feedback at each stage of the design process, enabling real-time adjustments.

Alignment with Outcome: Lean JX focuses on fulfilling user jobs. Experiments aim to validate that your designs effectively address these jobs.

In-Depth Exploration of the Nine Sections of the Lean JX Canvas

User experience has become the cornerstone of success. Companies from all sectors are dedicated to understanding their users’ needs and pain points to create relevant solutions. The Lean Job Experience Canvas emerges as a tool that combines the principles of Lean methodology with the “Jobs to be Done” framework. Let’s delve into the genesis of the Lean Job Experience Canvas and its potential in the user-centered approach.

The Lean Job Experience Canvas: Understanding User Needs

The Lean Job Experience Canvas is much more than a simple nine-box grid. It is designed to analyze and improve the user experience using the prism of the “Jobs to be Done” theory. Unlike traditional personas, this canvas focuses on the specific tasks that users are trying to accomplish. In fact, each canvas box contributes to revealing a crucial facet of the user experience.

The 9 Sections of the Lean JX Canvas:

Job to Be Done: Precisely identify the job that users are trying to accomplish. This forms the foundation for understanding their needs.

The job to be done is a statement that accurately describes what a group of people is trying to achieve or accomplish in a given situation. A job to be done can be a task people are attempting to complete, a goal they are striving to achieve, a problem they are trying to solve, something they are trying to avoid, or anything else they are attempting to accomplish. Your application will likely involve multiple jobs to be done, composed of several connected or disconnected tasks.

STEP 1: Evaluate each step of the job. In a chart like the one above (this type of evaluation is described in Scott Anthony et al.'s book "The Innovators Guide to Growth" (2008)), list all the steps on the left side and rate each one on a scale of 1 to 5 for the following elements:

Is the task important to the performer? (1 = not important, 5 = very important)

Does this step occur relatively frequently or repeatedly? (1 = rarely, 5 = very frequently)

Is the user frustrated by the inability to perform the task with current solutions? (1 = frustrated, 5 = not frustrated)

STEP 2: Note each step. Calculate a score for each step of the job using the following equation: (importance) + (frequency) x (frustration).

STEP 3: Rank by score. The higher the score, the greater the potential opportunity to address this step. Focus first on steps that receive the highest scores and consider solutions to better support each of them. Outcome: This is the result! What is the ultimate goal that users aim to achieve by completing this job? This section decrypts the underlying motivations behind their actions.



Objective: This is the outcome! What is the final goal that users aim to achieve by completing this job? This section helps decipher the underlying motivations behind their actions.

The outcome is a specially constructed need statement that presents a unique set of characteristics: desired results are devoid of solutions, stable over time, measurable, controllable, structured for reliable prioritization in a quantitative customer survey, and linked to the job the customer is trying to accomplish.

Key Tasks: List the essential steps to accomplish the job. This mapping illuminates the user's journey. Some of these tasks may be complex and can also be standalone jobs to be done. In such cases, name the task and indicate that it has its own canvas.

Friction Points:

Understand Unique Frictions: This box encourages you to explore the specific obstacles, challenges, and friction points that each user or persona may encounter when trying to accomplish the job. Identifying these frictions is essential for targeted improvement of the user experience.

Note: If you don't have personas, simply list the points of frustration.

Current Solutions: What products, services, or solutions currently used by users accomplish the job? In this box, you can note what works well in the existing solutions that users use to complete the job. It may include appreciated features, positive characteristics, or anything that contributes positively to the user experience. You can also note aspects that users find useful. This reveals existing strategies.

Improvement Opportunities: Highlight areas where improvements can enhance the experience related to job accomplishment. This section fuels innovative thinking.

To gain innovation, you need to know your users' needs (job to be done and key tasks to accomplish this job), which needs are not satisfied, and whether there are user segments with unique sets of unmet needs. With well-defined needs and friction points, creating a winning solution becomes much more likely.

Bold Idea: Step off the beaten path to explore innovative approaches. This section is a brainstorming area for radical solutions. Remember: The riskier the hypothesis, the more likely it is to bring value!

Success Metrics: Establish criteria that indicate successful completion of the job. This provides tangible indicators to pursue.

Experiments: Propose experiments and innovative ideas to enhance the overall job accomplishment experience. In short: Validate your hypotheses!

A Differentiated Approach for BtoE Projects

It is essential to recognize that personas and user stories are relevant in B2C, where purchasing decisions are often influenced by emotions and individual preferences. However, in B2E (Business to Enterprise), "Jobs to be Done" are, in my humble opinion, often predominant. For example, consider the purchase of a drill in the B2E context: a drill is bought more to make a hole than for the satisfaction of owning a drill. This approach differs from buying shoes based on fashion or personal preferences. The Lean Job Experience Canvas thus finds its particular relevance in B2E.

Practical Use of the Lean Job Experience Canvas

To harness the power of the Lean Job Experience Canvas, start by identifying the specific job that users are trying to accomplish. Once this foundation is established, explore the goals, tasks, friction points, current solutions, potential improvements, bold ideas, success measures, and experiments.

By integrating the Lean Job Experience Canvas into your user-centered design process, you gain deeper insights into user needs, encourage bold innovation, and design resonant solutions.

Lean Job Experience (JX) Canvas

Job to Be Done The specific job that users are trying to accomplish You can phrase it this way: When... [situation], I want... [motivation] so I can... [expected outcome]	Key Tasks The essential steps or tasks involved in accomplishing the job.	Outcome The ultimate outcome that users aim to achieve by completing the job.
	Pain Points The obstacles, issues, or challenges users face while trying to complete the job.	
Current Solutions The existing products, services, or solutions users currently use to fulfill the job.	Potential Improvements Areas where improvements can be made to enhance the job completion experience.	
The Big Idea Innovative Approaches		
Job Outcomes The specific measures indicating that the user has successfully completed the job.		
Experiments Ideas for experiments or innovations to enhance the job completion experience.		

Download this canvas at : www.urbangraphik.com/leanjxcanvas.png

Adapted from Jeff Gothelf and Jeff Patton canvas

Version 1.1

<https://www.urbangraphik.com/leanjxcanvas.png>

Chapter 2 :

The Importance of the Job in B2E Innovation

Understanding the B2E Vision and Its Strategic Role

Building a rewarding employee experience to foster innovation and growth.

When we talk about user experience (UX), we often think of user-friendly products and services that cater to the needs of end-users. However, the experience of employees within the organization, also known as EX (Employee eXperience), plays an equally crucial role. In this chapter, we will explore how the B2E vision and its strategic role can act as a catalyst for innovation within organizations.

B2E Vision: A Strategic Foundation

The B2E vision is based on the belief that employees are the true assets of the company. It goes beyond simply providing salary and benefits, recognizing that employees are essential stakeholders in the overall success of the company. Consider employees as internal customers, whose needs, satisfaction, and engagement directly influence growth and innovation.



The Employee as a Brand Ambassador

Imagine that every employee is a brand ambassador. An ambassador who not only performs tasks but is passionate about the company's mission. Each interaction and experience an employee goes through shapes their perception of the brand. A positive experience creates an environment conducive to innovation.

EX and Innovation: An Indispensable Synergy

Valued and engaged employees are more inclined to actively contribute to innovation. They are well-positioned to identify gaps, inefficiencies, and improvement opportunities. A strong B2E vision encourages an environment where employees share their ideas, take initiative, and participate in the evolution of the company.

Fostering a Culture of Innovation

The B2E vision aims to create profound cultural change rather than solely focusing on short-term results. It seeks to establish a corporate culture that values innovation, encourages creativity, and supports employees' professional development. Successful B2E companies understand that growth and innovation stem from employee fulfillment and engagement.

Concrete Example: Making EX the Engine of Innovation

Let's take the example of a technology company providing software solutions to businesses. By adopting a B2E vision, it commits to creating an exceptional employee experience. It recognizes that happy and engaged employees are more likely to come up with innovative ideas and collaborate effectively. To realize this vision, the company implements processes and tools that promote internal communication, streamline administrative tasks, and support professional development. Employees participate in brainstorming sessions to identify challenges they face and propose solutions. This approach reveals opportunities to optimize internal processes and generates new ideas for future products.

EX, A Pillar of Innovation

The B2E vision and the employee experience are not peripheral elements but play an essential role in creating a culture of innovation. Companies that value their employees and invest in their well-being reap the benefits of engagement, creativity, and innovation. EX is not just a tool for employee retention but a catalyst that propels the company toward new horizons of innovation and growth.

The Job as the Driver of Innovation: Transforming Employee Needs into Growth Opportunities

In addition to the B2E vision, the concept of "Job to be Done" becomes a powerful lever for innovation within companies.

Understanding the "Job to be Done" (JTBD)

The theory is based on the idea that people buy products and services to accomplish a "job." The "Job to be Done" involves understanding users' fundamental needs by focusing on the tasks they seek to accomplish. This approach goes beyond the features of a product or service to capture the deep motivations that drive individuals. JTBD aligns perfectly with the B2E (Business-to-Employee) vision by helping discover the essential tasks that employees must perform to contribute effectively to the success of the company.

The fundamental principles of the Jobs to be Done theory are summarized as follows:

People buy products and services to get a "job" done.

Jobs are functional, with emotional and social components.

A Job to be Done is stable over time.

A Job to be Done is independent of solutions.

Success comes from the ability to get the "job" done, rather than from the product or the customer.

People want products and services that will help them do their job better and/or at a lower cost.

Users and customers seek products and services that allow them to complete the entire job in a single application.

Understanding the Job to be Done makes innovation more effective and predictable.

Users can be a source of innovation because they are the best experts when it comes to their own needs and daily challenges. By understanding the "Jobs" they must perform in their work, companies can leverage this knowledge to innovate in a targeted manner. This involves listening carefully to employees, identifying friction points in their experience, and designing solutions that facilitate and optimize these "Jobs." These innovations directly address the real needs of employees and create an environment conducive to collaboration and creativity.

Employees as a Source of Innovation

Employees are the best experts when it comes to their own daily needs and challenges. By understanding the “Jobs” they need to do in their work, companies can leverage this knowledge to innovate effectively. This involves listening carefully to employees, identifying friction points in their experience, and designing solutions that facilitate and optimize these “Jobs.” These innovations directly address employees’ real needs and create an environment conducive to collaboration and creativity.

From “Job” to Innovation

Take the case of a software development company with a strong B2E vision, aiming to improve the experience of its internal developers. Through JTBD, the company realizes that one of the key “Jobs” for its developers is to collaborate effectively on complex projects. Instead of providing generic tools, it creates a collaboration platform specifically designed to meet their needs. This solution integrates real-time code sharing, task tracking, and transparent communication.

The result? Developers work more efficiently, exchange ideas quickly, and collaboratively solve problems. The company has turned a common “Job” into an innovation opportunity, improving employee efficiency while fostering innovation.

Putting Humans at the Heart of Innovation

The B2E vision and JTBD complement each other perfectly, forming a powerful synergy. The B2E vision emphasizes the importance of employees and their experience, while JTBD identifies the key “Jobs” that employees seek to accomplish. When these two concepts come together, companies can precisely target their innovation efforts, creating solutions that address employees’ real needs and drive company growth.

In the end, innovation cannot be separated from the people it is designed for. Integrating the B2E vision and JTBD into the corporate strategy creates an environment where employee needs become the source of inspiration for new ideas and opportunities. Placing humans at the heart of innovation is essential for establishing a culture focused on optimization, collaboration, and continuous growth.

Chapter 3 :

Deconstructing the Job to be Done

The concept of the “Job to be Done” (JTBD) goes far beyond mere marketing theory. It’s a powerful approach for understanding users’ deep motivations and transforming them into innovation opportunities. In this chapter, we will delve into JTBD in detail, exploring its fundamental principles and examining how it can be applied to create products and services that truly meet users’ needs.

Concept of the Job to be Done: The Job to be Done is a results and user experience-oriented approach.

Popularized by Clayton M. Christensen, a professor at Harvard Business School, this concept is based on the idea that people are more interested in the results they seek than in the products or services themselves. In other words, users “hire” a product or service to accomplish a specific “job” they want to get done.

The origin of JTBD dates back to the 1960s with Theodore Levitt, who said that people don’t want to buy a drill; they want a hole in the wall. This notion has evolved to encompass a range of functional, emotional, and social needs that users seek to satisfy.

Emphasizing Results: From Product to Desired Outcome

JTBD reminds us that users seek specific outcomes beyond a product’s features. Rather than focusing solely on features, this approach encourages designers and innovators to concentrate on the ultimate results that users want to achieve.

For example, a task management app doesn’t just provide features for creating to-do lists. The JTBD approach pushes us to explore what users genuinely aim to accomplish. Perhaps they want to feel organized, productive, and relieved of the stress of pending tasks. By understanding these desired outcomes, it’s possible to design a user experience that truly meets their needs.

Exploring Various Aspects of the Job: Functional, Emotional, and Social

JTBD acknowledges that users’ needs go beyond functional aspects. Emotional and social needs also play a crucial role in how a product or service is perceived.

Functional Jobs: These needs are related to the tasks necessary to achieve the goal. They are directly linked to the tangible benefits users are seeking. In the example of a task management app, functional needs could include creating lists, setting priorities, and managing the calendar...

Emotional Jobs: These needs concern the emotions users want to feel while accomplishing a task. Perhaps they want to feel confident, accomplished, or satisfied. Understanding emotional aspects helps create a more engaging and rewarding user experience.

Social Jobs: Social needs relate to how users want to be perceived by others. They often influence users’ choices of products or services. Continuing with the task management app example, users might want to be seen as well-organized or effective.

Advantages and Limitations of JTBD

The JTBD approach offers numerous advantages. It promotes a deep understanding of users’ needs and motivations, leading to the creation of more relevant and innovative products and services. By focusing on expected outcomes, JTBD avoids concentrating solely on features, which can lead to user-

centered solutions.

However, JTBD doesn't always account for usage context or users' demographic and psychological aspects. This means that while JTBD can provide valuable insights into desired outcomes, it can complement other methods such as creating personas.

Practical Application of JTBD

Several practical methods have been developed to implement JTBD and translate these concepts into concrete actions:

JTBD Interviews: These interviews focus on transitions between behaviors or products. They help understand why users choose or reject a product or service and identify the forces influencing their decisions. These interviews break down the decision-making process into different stages, from when the user realizes they have a need to the adoption or rejection of a solution. This helps capture the deep motivations guiding users' choices.

Job Stories: Similar to user stories, Job Stories emphasize desired outcomes rather than features. They describe the situation, the need, and the expected outcome. For example, "When I'm about to go on a business trip, I need to easily organize my itineraries and bookings to feel prepared and confident during my travels."

Jobs Atlas: This tool helps map Job Drivers, current behaviors, points of friction, obstacles, and success criteria. It provides a comprehensive view of users' motivations and experiences, allowing a better understanding of the emotional and social aspects related to JTBD. This mapping can be used to identify gaps in the current user experience and guide the design of improved solutions.

Understanding Motivations for Innovation

The Job to be Done offers a fresh and powerful perspective for user-centered innovation. By focusing on expected outcomes, functional, emotional, and social needs, this approach guides the creation of products and services that truly align with users' expectations.

While JTBD is not a one-size-fits-all solution, it complements other user-centered design methods to create exceptional, results-oriented experiences.

By integrating JTBD into the innovation process, companies can better understand their users' true motivations and offer solutions that not only address their functional needs but also create a satisfying emotional and social experience.

Chapter 4 :

Agile Integration of JTBD and the
Lean Job Experience Canvas

In this chapter, we will explore how to seamlessly integrate the concepts of the Job to be Done (JTBD) and the Lean Job Experience (JX) Canvas into an Agile process. We will see how these approaches can be used to enrich the product backlog, facilitate the comparison between Job Stories and User Stories, contextualize Job Stories, create a Job Map, and implement Dual Track Agile. Each of these interconnected parts will guide us toward a better understanding of user needs and the creation of a user experience.

Seamless Integration into the Product Backlog

Integrating JTBD and the JX Canvas into an Agile process begins with enriching the product backlog. Instead of focusing solely on features, we emphasize the outcomes users want to achieve. Brainstorming sessions based on JTBD help generate ideas centered around users' real needs. Functional, emotional, and social needs are taken into account to create a holistic view of the backlog.

This approach fosters collaboration between development, design, and marketing teams. Discussions focus on desired outcomes and deep user needs. Job Stories are created to describe user goals, making it easier to understand needs at all levels of the project. This seamless integration into the product backlog enables the development of solutions that truly meet user needs.

Comparing Job Stories and User Stories in an Agile Context

In an Agile environment, it's essential to compare Job Stories and User Stories to fully grasp the benefits and inherent differences of these two approaches. User Stories focus on product features, while Job Stories emphasize the results users expect. This in-depth comparison allows us to better understand how Job Stories enrich the user experience and guide Agile development.

User Stories are widely recognized in their canonical form, often formulated as follows:

As a (persona), I want (action) so that (result).

However, in some cases, the “persona” / “action” combo can generate too many assumptions, which may not be relevant!

Similarly, Job Stories have their own distinct structure, promoting a user-centric approach:

When (situation), I want (motivation) so that (result).

The main difference lies in the viewpoint adopted when formulating them. User Stories describe what the user wants to accomplish in terms of features, while Job Stories focus on the result expected by the user. This results-oriented approach opens the door to a better understanding of user needs and deep expectations.

Job Stories offer a broader and more holistic perspective, integrating emotional and social elements into the description of needs. This contextual richness helps to better grasp the underlying motivations of users, offering clearer innovation opportunities. User Stories, on the other hand, can be seen as a more specific translation of needs expressed in Job Stories into tangible actions and features.

By comparing these two approaches, it becomes possible to accurately assess the distinct advantages of each and determine how to integrate them optimally into the Agile process. This comparison guides us toward a better understanding of how Job Stories can complement User Stories to create a enriching and relevant user experience.

Contextualization: Key to Understanding Job Stories

When it comes to designing products or services that truly meet user needs, contextualization plays a crucial role. In this third part of our exploration of Agile integration of JTBD and the Lean Job Experience Canvas, we will delve into the concept of contextualization and examine how it is crucial for a deep understanding of Job Stories.

Contextualization: Immersing in the User's World

Contextualization can be considered as the process of putting a user's needs and motivations into perspective in their natural environment. It aims to capture the factors that influence how a user interacts with a product or service, taking into account the circumstances, emotions, and motivations surrounding the user experience.

In the context of Job Stories, contextualization is of paramount importance. While User Stories focus on what the user wants to achieve, Job Stories dive deeper by identifying the why and how. This means that a Job Story doesn't just describe an action; it tells a complete story by considering the situation, motivation, and expected result.

Understanding the Why and How

Job Stories are a way to discover a user's underlying needs and the reasons driving them to seek a solution. By contextualizing a Job Story, we can delve into the user's deep motivations and understand why they want to accomplish a certain task. This goes beyond the simple action to explore the emotional and psychological reasons that drive the user.

Let's take an example to illustrate this concept. Imagine a user who wants to learn how to cook an exotic dish to impress friends at a dinner party. A User Story might limit itself to describing the action: "As a user, I want to find a recipe to cook an exotic dish." However, a contextualized Job Story could look like this: "When I'm planning a dinner with my friends, I want to learn how to cook an exotic dish to surprise and delight my guests with a unique culinary experience."

In this contextualized Job Story, we've explored the situation (planning a dinner with friends), the motivation (surprising and delighting guests), and the expected result (providing a unique culinary experience). Contextualization allows us to better grasp the emotions and stakes surrounding the task at hand.

The Power of Empathy

Contextualization relies on empathy, the ability to put oneself in the user's shoes and understand their needs and motivations deeply. By adopting an empathetic perspective, design and development teams can create products and services that resonate with users on an emotional level.

Contextualization goes beyond demographic statistics and behavioral data. It involves immersing oneself in the user's everyday life, understanding their frustrations, desires, and aspirations. This approach allows for the creation of solutions that not only meet functional needs but also enrich the user's emotional experience.



Guidelines for Contextualization

Contextualization requires research and observation efforts to grasp users' reality. Here are some guidelines for implementing contextualization effectively:

In-Depth User Interviews: Conduct in-depth interviews with users to understand their history, experiences, and motivations. Ask open-ended questions that encourage users to share their thoughts and emotions.

Contextual Observation: Observe users in their natural environment to understand how they interact with existing products or services. Identify pain points and moments of joy.

Contextual Personas: Create personas that incorporate contextual elements. Feel free to include information about the situation, emotions, and motivations of users.

Contextual Scenarios: Develop detailed usage scenarios that highlight the situation, motivation, and expected result. This will help visualize the user experience holistically.

By integrating contextualization into the development of Job Stories, Agile teams can create products and services that resonate with users on a deep level. Understanding the context in which users seek to accomplish a task allows for the design of more relevant and engaging experiences, while revealing valuable innovation opportunities. Contextualization is the key that opens the door to a deep understanding of user needs and motivations, strengthening the relevance and effectiveness of the Agile design process.

Job Map: An Alternative Approach to the User Story Map

In the realm of Agile development and product design, visualization methods play a crucial role in organizing ideas, prioritizing features, and ensuring a common understanding among teams. One of these methods is the User Story Map, widely used to plan and structure the features of a product. However, there is a powerful and complementary alternative called the Job Map. In this fourth part of our exploration, we will delve into the concept of the Job Map and examine how it can be used as an alternative approach to the User Story Map.

User Story Map: An Overview

Before diving into the Job Map, let's take a look at the User Story Map and its relevance in Agile development. A User Story Map is a visual technique that helps plan and structure the features of a product or application by aligning user needs with corresponding features. It creates a coherent overview of the product and prioritizes elements based on user value.

A User Story Map is typically created by placing User Stories (or features) on a horizontal axis, grouping them by similar themes or functionalities. On the vertical axis, levels of hierarchy or depth are usually represented. This allows visualizing how features fit together to create a complete user experience.

However, there's another powerful perspective to consider: that of Jobs.

Job Map: A Shift in Perspective

The Job Map charts all the steps that make up a "job." This representation does not detail all the steps a user goes through to use the product, similar to a User Journey. Instead, it focuses on the various actions

the user intends to take to fulfill their job.

Like the User Story Map, the Job Map is a visualization method. However, instead of focusing on product features, the Job Map concentrates on the Jobs that users are trying to accomplish. It considers the underlying Jobs and the steps required to complete them. This approach broadens the field of view to understand the entire user journey.

While the User Story Map delves into the “how” and the specific product features, the Job Map explores the “why” and the outcomes expected by the user.

The formulation of the Job Map does not follow a predetermined standard and can adapt to your needs.

By placing the Jobs on the horizontal axis and the journey steps on the vertical axis, the Job Map shows how the different steps link together to achieve the desired result.

Creating a Job Map

Creating a Job Map starts with identifying the Jobs that users seek to accomplish. This involves in-depth research to understand users' motivations, needs, and goals. Once the Jobs are identified, the necessary steps to accomplish each Job are defined. Each step is then placed on the vertical axis of the Job Map, organized logically.

For example, let's take the case of a fitness app. One Job users might seek to accomplish is “Maintaining a Healthy Lifestyle.” The steps to accomplish this Job could include “Setting Goals,” “Tracking Nutrition,” “Planning Workouts,” etc. Each step would be represented vertically on the Job Map, and the Jobs would be placed horizontally.

Advantages of the Job Map

The Job Map offers several advantages over the User Story Map:

User-Centric Focus: The Job Map highlights user motivations and desired outcomes, allowing for the design of more holistic and relevant experiences.

Opportunity Identification: By understanding Jobs in their entirety, teams can identify opportunities for innovation and differentiation.

Value-Based Prioritization: The Job Map allows for the prioritization of features based on their value to users in the context of their Jobs.

Improved Communication: Teams share a common understanding of user needs through visual tools like the Lean Job Experience Canvas.

Combining Approaches

Integrating the Job Map, User Story Map, and User Journey can prove to be extremely beneficial. Together, they provide a comprehensive perspective for product planning and design. The User Story Map focuses on implementation and functionality, the User Journey on feelings and emotions, while the Job Map explores motivations and outcomes. By combining these two approaches, teams can create products that not only address functional needs but also enhance the overall user experience.

The Job Map offers a powerful alternative to the User Story Map by focusing on user Jobs and their

objectives. This approach allows for a deeper understanding of user motivations, the identification of innovation opportunities, and the creation of user-centered experiences. Integrating the Job Map into the Agile product design and development process can lead to products that truly address user needs while providing enriching and memorable experiences.

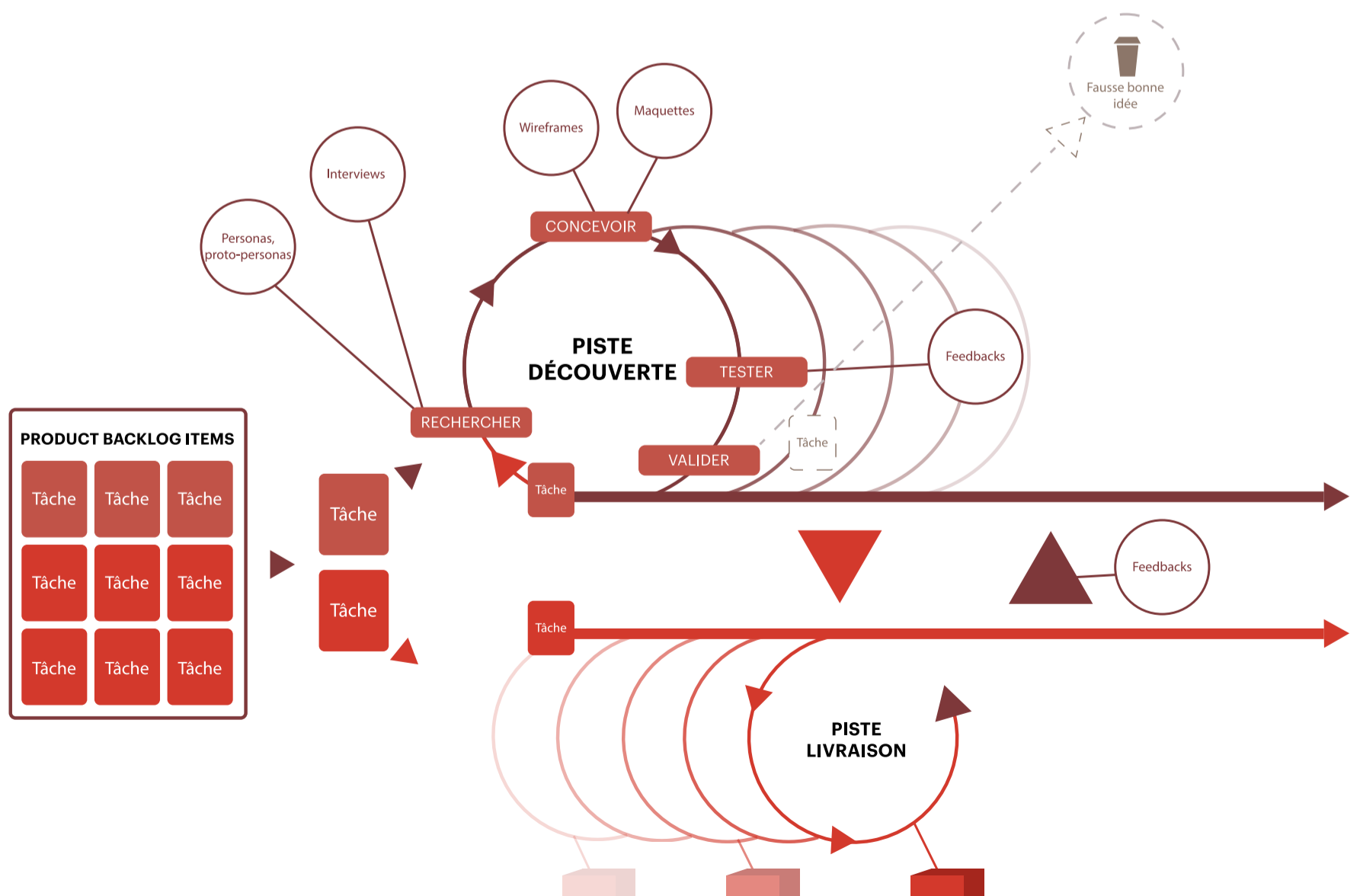
Dual Track Agile: Optimizing Innovation with JTBD and Lean Job Experience Canvas

In the world of product design and Agile development, approaches are constantly evolving to better meet user needs and market challenges. One of these innovative approaches is the Dual Track Agile model, which seamlessly integrates the concepts of Job-to-Be-Done (JTBD) and the Lean Job Experience Canvas. In this fifth part of our exploration, we will delve into the concept of Dual Track Agile and examine how it optimizes innovation using these two powerful frameworks.

Dual Track Agile: An Overview and JTBD Integration in Dual Track Agile

Dual Track Agile is a methodology that offers a two-track approach to product development: a “Discovery” track and a “Delivery” track. The Discovery track focuses on gaining a deep understanding of user needs, validating assumptions, and exploring potential solutions. The Delivery track, on the other hand, concentrates on building and implementing the features identified in the Discovery track.

This approach differs from the traditional Agile model, where development and discovery often overlap. In Dual Track Agile, the Discovery and Delivery phases are clearly separated, allowing for better focus of efforts and optimization of innovation.



Integrating JTBD into Dual Track Agile enriches the Discovery phase. JTBD focuses on users' deep motivations and the results they seek to achieve. By understanding the Jobs users aim to accomplish, teams can better direct their discovery efforts toward creating solutions that truly meet user needs.

In the context of Dual Track Agile, the Discovery phase focuses on exploring users' Jobs, identifying problems, and generating ideas to solve them. User interviews and observations become key elements of this phase, enabling teams to dig deep into what motivates users to accomplish their Jobs.

Lean Job Experience Canvas: A Valuable Tool in Discovery

The Lean Job Experience Canvas is a visual tool that complements the Dual Track Agile model perfectly. It is a canvas that guides teams through the various dimensions of user Jobs and the experiences they seek. By using the Lean Job Experience Canvas, teams can explore the functional, emotional, and social aspects of Jobs, as well as the different steps in the user journey.

This canvas allows for the structured and visual grouping of key information, facilitating communication within the team. It also highlights gaps in the current understanding of Jobs and guides teams in research and exploration to fill these gaps.

Integration of Both Approaches

Within the framework of Dual Track Agile, the Discovery and Delivery phases are significantly interconnected. Discoveries and insights gained in the Discovery phase directly feed into the work of development in the subsequent phase. Teams can create solutions grounded in a deep understanding of user needs:

The integration of JTBD and the Lean Job Experience Canvas into Dual Track Agile offers several advantages:

User-Centered Innovation: Teams create solutions that address users' real needs and are centered on expected outcomes.

Risk Reduction: By relying on a deep understanding of user needs, teams minimize the risk of developing unnecessary or undesirable features.

Continuous Improvement: User feedback continually informs the Discovery and Delivery phases, enabling continuous product improvement.

Enhanced Communication: Teams share a common understanding of user needs through visual tools such as the Lean Job Experience Canvas.

The Dual Track Agile model, integrating Job-to-Be-Done and the Lean Job Experience Canvas, offers a holistic and structured approach to optimizing innovation. By clearly separating the Discovery and Delivery phases, teams can focus on gaining a deep understanding of user needs and creating relevant solutions.

Using JTBD and the Lean Job Experience Canvas as guides, teams can create products that not only meet functional needs but also enrich the overall user experience.

Chapter 5 :

Discovering the Deep Motivations
of Users

Discovering the Deep Motivations of Users

When it comes to designing products and user experiences, it's essential to understand the deep motivations that guide users' behaviors and decisions. In this fifth part of our exploration, we will delve into the importance of discovering these motivations, how they influence user choices, and how to effectively integrate them into the design process.

User Motivations: The Heart of Discovery

User motivations are the underlying forces that drive them to act in a certain way. Understanding these motivations is crucial for creating products and experiences that truly meet their needs and satisfy them. Motivations can be complex and varied, ranging from functional needs to emotional and social ones.

Functional needs are usually the most obvious and tangible. They encompass the specific tasks that users seek to accomplish, such as sending an email, booking a flight, or making an online purchase. However, motivations are not limited to functional needs; they also encompass emotional and social aspects.

Emotional Motivations

Emotional motivations play a powerful role in users' decision-making processes. These motivations are related to the emotions that users seek or avoid when using a product or service. For example, a user may choose a music streaming service not only to access music but also to feel joyful, energized, or nostalgic while listening to their favorite songs. Understanding these emotional motivations allows designers to create more engaging and meaningful experiences. Designers can use visual, auditory, and interactive elements to evoke specific emotions in users, thereby strengthening their connection with the product.

Social Motivations

Social motivations relate to how users want to be perceived by others and how they seek to connect with their social network. For example, the choice of a luxury clothing brand may be motivated by the desire to project an image of success and status among peers. Integrating these social motivations into product design can enhance the sense of belonging and connection. Features that encourage sharing, collaboration, and social interaction can improve the user experience by creating bonds among users.

Discovering User Motivations

To discover users' deep motivations, it's essential to adopt an empathetic approach. User interviews, observations, and surveys can provide valuable insights into users' needs, emotions, and social motivations. Asking open-ended questions such as "Why is it important for you to accomplish this task?" or "How do you feel when you use this product?" can reveal hidden motivations. Once these motivations are identified, design teams can synthesize and prioritize them. This step helps create more comprehensive personas and develop realistic usage scenarios that incorporate users' functional, emotional, and social needs.

Integrating Motivations into Design

The successful integration of user motivations into design requires a holistic approach. Teams must identify how functional, emotional, and social needs intersect and reinforce each other. For example, a fitness app can not only help users achieve their physical goals but also feel emotionally fulfilled and socially connected to other users with similar objectives. When designing interfaces and experiences, designers can use visual elements, micro-interactions, and user flows to address emotional and social motivations. User testimonials, sharing and collaboration features, as well as reward mechanisms can contribute to satisfying these motivations.

Discovering users' deep motivations is a key element of user-centered design. Understanding what drives users to act and interact with a product or service allows for the creation of more meaningful and engaging experiences. By integrating functional, emotional, and social needs, design teams can create products that not only address practical needs but also enrich users' lives and experiences.

Uncovering Motivations with Jobs to Be Done (JTBD)

When it comes to designing products and user experiences that resonate with users, it's imperative to uncover their deep motivations. In this section, we explore how the concept of Jobs to Be Done (JTBD) offers a unique perspective for discovering and understanding the motivations that drive user choices.

JTBD: A Window into User Motivations

Jobs to Be Done is more than just a methodology; it's a framework that allows us to get inside the minds of users and understand what drives them to act. When we adopt this perspective, we focus on the ultimate outcome that users seek to achieve, rather than the features of a specific product. This approach provides us with a window into their deep motivations.

To uncover these motivations, JTBD poses a fundamental question: "Why do users seek to accomplish this job?" By answering this question, we discover the desires, aspirations, emotions, and values that underlie their actions. This deep understanding is essential for designing products that truly meet users' needs and desires.

Digging Deep: JTBD Interviews

One of the key methods for uncovering users' deep motivations through JTBD is to conduct in-depth interviews. These interviews go beyond simple questions about features and practical needs. They explore the context in which users find themselves, their emotions, frictions, and aspirations.

During these interviews, it's crucial to ask open-ended questions and allow users to express themselves freely. For example, "Can you tell me about the last time you tried to accomplish this job?" or "How do you feel when you successfully complete this job?" These questions encourage users to reflect deeply and reveal valuable insights into their motivations.

Identifying Dimensions of Motivations

JTBD allows us to explore various dimensions of user motivations. In addition to functional needs, it guides us toward emotional and social needs. Emotional needs are related to the emotions that users seek to

experience when accomplishing a job. For example, a user may choose a restaurant not only for its cuisine but also for the excitement and pleasure it brings.

Social needs pertain to how users want to be perceived by others. They are motivated by the desire to connect with their social network, project a specific image, or strengthen relationships. By understanding these dimensions, design teams can create more holistic experiences that address all aspects of user motivations.

Synthesis and Prioritization of Motivations

Once JTBD interviews have been conducted and information gathered, it's time to synthesize and prioritize user motivations. This step involves identifying recurring patterns and trends that emerge from user responses. These patterns can then be grouped into categories of functional, emotional, and social needs.

Prioritizing motivations helps determine which ones are most crucial for users. Some motivations may be more predominant and have a more significant impact on their choices. This hierarchical understanding guides the design by placing emphasis on the most important aspects and creating a more focused and relevant user experience.

Integrating Motivations into Design

Once motivations are identified and prioritized, the next step is to integrate them into the design process. Every design decision, whether it's related to features, interfaces, or interactions, should reflect an understanding of user motivations.

For example, if emotional motivations are dominant, designers can choose visual and interactive elements that evoke specific emotions. If social motivations are crucial, sharing, collaboration, and connection features can be integrated. The goal is to create an experience that goes beyond functional needs to enrich users' lives on an emotional and social level.

Uncovering the deep motivations of users through JTBD opens a new dimension in user-centered design. Understanding what truly motivates users to act allows for the creation of more meaningful and relevant products and experiences. By exploring functional, emotional, and social dimensions, design teams can devise solutions that not only address users' practical needs but also cater to their complete range of needs and aspirations, thereby creating engaging and memorable experiences.

Exploring the “9 Whys” and the Timeline of Choices

In our quest to uncover the deep motivations of users, it's essential to explore methods and techniques that help us dig deeper. Two powerful approaches in this exploration are the “9 Whys” and the timeline of choices. In this section, we will delve into these methods and examine how they enrich our understanding of user motivations.

The “9 Whys”: Digging into the Core of Motivations

One effective method for exploring users' deep motivations is the “9 Whys” technique. Inspired by Lean philosophy and the principle of digging into the root of problems, this method involves asking the question “Why?” iteratively until we reach the deepest level of motivations.

For example, if a user says they want to buy a new smartphone, we could ask, “Why?” Their response might be, “Because my old smartphone is slow.” Continuing with “Why?” we might learn that the user is frustrated with the slowness of their phone when using important apps. By continuing this process, we could eventually discover that the user wants to improve their productivity and feel less annoyed on a daily basis.

The “9 Whys” help us uncover underlying motivations by digging beyond superficial responses. This allows for a more in-depth understanding of users’ desires, needs, and goals, guiding the design of more relevant and meaningful solutions.

Note: In reality, 5 “whys” are generally sufficient to understand the motivation thoroughly.

The Timeline of Choices: Understanding the Evolution of Motivations

Another interesting approach to exploring deep motivations is to understand the timeline of choices made by users. This approach involves examining the different stages that users go through in making a decision, from identifying the problem to adopting a solution.

By analyzing the timeline of choices, we can pinpoint key moments when users’ motivations evolve. For example, at the beginning of their journey, motivations may be primarily functional, focused on solving a specific problem. Over time, these motivations may shift towards emotional and social needs, such as the desire to belong to a group or experience personal satisfaction.

Understanding this evolution of motivations is crucial for designing user experiences that follow users’ journeys and address their changing needs. By creating solutions that evolve along with users’ motivations, designers can offer continuous and consistent experiences.

Combining Approaches: A Holistic Perspective

Exploring the “9 Whys” and the timeline of choices doesn’t necessarily have to be done in isolation. In fact, combining these approaches can provide a holistic perspective on users’ deep motivations. The “9 Whys” help us dig deep to uncover the roots of motivations, while the timeline of choices shows us how these motivations change over time.

For example, if we use the “9 Whys” to understand why a user wants to travel, we might discover that they are seeking adventure. By then examining the timeline of choices, we might learn that this quest for adventure stems from their desire to step out of their comfort zone after a stressful period at work.

This combination of approaches allows us to build a comprehensive picture of user motivations, exploring both the deep aspects and the temporal evolution. It guides design of products and experiences that capture the complexity of human motivations and create an authentic connection between users and the solutions offered.

Exploring the deep motivations of users goes beyond surface-level functional needs. It requires methods and techniques that help us dig deeper and understand the desires, aspirations, and values that drive their choices. The “9 Whys” and the timeline of choices are two powerful approaches that enrich our understanding of user motivations and help us create more engaging and meaningful experiences. By combining these approaches, we can create a holistic perspective that captures the richness of human motivations and guides user-centered design.

Chapter 6 :

Job Convergence and Personas

Close Relationship between Personas and Jobs

In our exploration of the seamless integration between personas and jobs, we are addressing a crucial step in our user-centered approach. Personas and jobs are not independent concepts but rather interconnected elements that complement each other to provide a profound understanding of user needs and motivations. In this section, we will explore the close bond between them and how this synergy can lead to more impactful solutions.

Understanding Personas: Who Are Our Users?

Personas are semi-fictional representations of user segments, created from demographic data, behaviors, needs, and motivations. They embody the characteristics and traits of typical users and help visualize different user perspectives. Personas provide essential information about who our users are, what their preferences, needs, and expectations are.

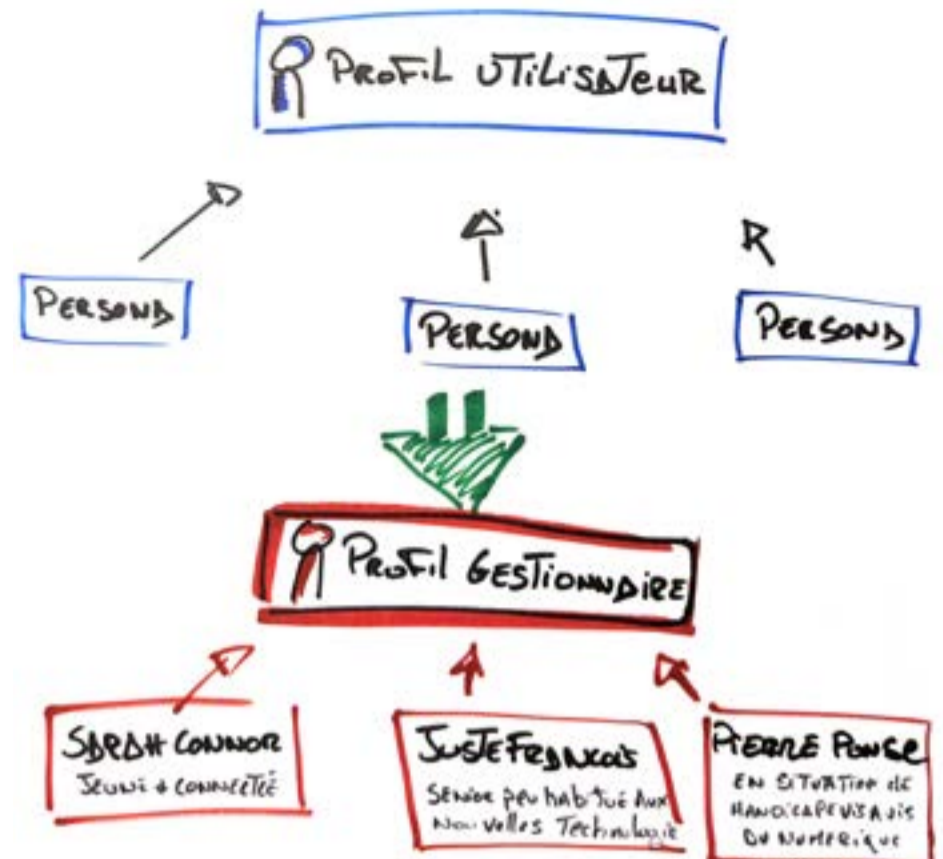
Personas play a crucial role in user-centered design by helping teams focus on the real needs of users and creating experiences tailored to their specific characteristics. They are also useful for communicating and aligning the team with design goals and priorities.

Note: It is important to make a distinction between the User Profile and the persona! For example, within a B2E application, users sharing the same Manager profile may not necessarily be represented by the same persona. Conversely, two distinct users may still correspond to the same persona, as in the case of a manager and a supervisor. In the diagram below, the same manager profile can encompass 3 proto-personas: Sarah - young and tech-savvy, Juste - senior not familiar with new technology, and Pierre - in a disabled situation.

Jobs: What Users Want to Accomplish

On the other hand, jobs are the tasks, goals, and outcomes that users seek to achieve. They focus on users' deeper motivations and what they want to accomplish rather than the specific features of a product or service. Understanding jobs allows design teams to concentrate on solutions that truly meet users' needs.

Jobs help illuminate the objectives behind users' actions. For example, a user might seek to "create a monthly budget" using a financial application. The job is to manage finances in an organized way to achieve financial stability. This deep understanding of jobs enables the design of more meaningful and relevant experiences.



The Convergence of Personas and Jobs: A Comprehensive Approach

*'You are being too logical.
You are designing for people the way you would like them to be,
not for the way they really are.'*

Don Norman

Note that the same product can serve multiple distinct jobs. Let's consider the example of a bicycle. For some, the job related to this product might be "I want to enjoy a leisurely outdoor ride to relax," while for others, the job might be "I want to move quickly and economically while avoiding traffic jams." This diversity of jobs underscores the importance of understanding the varied motivations and needs of users to design appropriate and efficient experiences.

The real power lies in the convergence of personas and jobs. Instead of treating them as separate elements, designers can use them in a complementary manner to gain a holistic understanding of user needs and motivations.

Let's imagine two different personas, Emma and Alex. Emma is a fashion-conscious student who loves browsing online shopping sites to find the latest trendy clothing and create unique outfits. Alex, on the other hand, is a busy businessman who frequently travels for work. He prefers to buy clothes online to save time and avoid physical stores.

Despite their differences, Emma and Alex share the same job: "finding clothes that match their style and needs." While their motivations and circumstances may differ, the fundamental job is the same. They both seek a solution that makes it easy to discover and purchase clothes they like.

Similarly, similar personas may have different jobs. For example, Charles III and Ozzy Osbourne, despite having similar profiles as wealthy and famous men living in English castles, have different jobs, for instance, "passing the time." Charles enjoys carriage rides and fox hunting, while Ozzy Osbourne prefers playing the guitar and drinking beer with his friends.

This diversity of jobs emphasizes the importance of designing products and experiences that are flexible and tailored to a wide range of needs. Understanding these varied jobs allows for the creation of solutions that meet each user's unique expectations and aspirations.

The Art of Personalization: Creating Tailored Experiences

The convergence of personas and jobs paves the way for more personalized user experiences. Instead of adopting a one-size-fits-all approach, designers can create customized experiences that cater to the specific needs of each persona.

When we combine information from personas with jobs, we can identify specific friction points that each persona encounters when trying to accomplish a job. This allows us to design solutions that precisely address these friction points and provide a smooth and enjoyable user experience.

Convergence in Action: Creating Impactful Solutions

Ultimately, the convergence of personas and jobs leads to the creation of impactful solutions. By using personas to understand users in their context and jobs to understand their deep motivations, designers can create products and services that not only meet functional needs but also address emotional and social needs.

This holistic approach fosters innovation by enabling design teams to look beyond superficial features and focus on experiences that have a real impact on users' lives. By connecting personas and jobs, designers create solutions aligned with user needs and desires, resulting in more meaningful and engaging experiences.

The convergence of personas and jobs is a crucial step in delivering user-centered solutions. By understanding who users are through personas and what they want to accomplish through jobs, designers create tailored experiences that address the specific needs and deep motivations of each user. By combining these two elements synergistically, design teams are better equipped to create impactful and meaningful solutions that capture the richness of human experiences.

Proto Personas for Waste Reduction

In the world of user-centered design, personas play a crucial role in helping teams better understand their target users. However, creating detailed and complex personas can sometimes lead to a waste of time and effort, especially when limited information is available or when projects are evolving rapidly. This is where proto personas come into play. In this section, we will explore the concept of proto personas and how they can be effectively used to prevent waste, following the Lean methodology.

The Concept of Waste in Lean Methodology

Before delving deeper into the topic of proto personas, it is important to understand what is meant by "waste" in the context of Lean methodology. Lean, inspired by Toyota's production principles, aims to maximize value for the customer while eliminating unnecessary activities and sources of waste.

Not all waste can be eliminated from your work process. Some of it is necessary.

So, what is waste in project management?

For example, testing software is not an activity that your customers want to pay for. However, without it, you could deliver a low-quality product that negatively impacts your economic performance. Therefore, there are two main types of waste:

Necessary waste: Activities that do not add value but are necessary to ensure product quality. Such activities can include testing, planning, reporting, etc.

Pure waste: Activities that do not add any value and are unnecessary. Anything that does not add value and can be immediately removed from the process. Any form of waiting can be considered pure waste.

Lean theory describes seven main areas in which you can identify Lean activities, commonly referred to as the seven wastes of Lean.

Overproduction: Keeping in mind that waste is anything the customer does not want to pay for, it is easy to understand why overproduction is a Lean waste. Producing more means exceeding customer demand, resulting in additional costs. In fact, overproduction triggers the appearance of the other six



wastes. An abundance of products or tasks requires more transportation, additional movement, longer waiting times, and so on. Therefore, if a defect appears during overproduction, your team will need to make more changes to more units.

Waiting time: This is probably the easiest waste to recognize. Whenever goods or tasks are not moving forward, this waste occurs. It is easily identifiable because the loss of time is the most obvious thing to detect. For example, goods waiting to be delivered, equipment waiting to be repaired, or a document waiting for approval from executives.

Transportation: This type of waste occurs when you move resources (materials), and the movement adds no value to the product. Excessive movement of materials can be costly for your company and harm quality. Often, transportation can require you to pay more for time, space, and equipment.

Overprocessing: This type of waste generally corresponds to doing a task that adds no added value or more than necessary. For example, adding extra features that no one will use to a given product; this increases production costs. If a car manufacturer decides to place a television screen in the trunk of a vehicle, probably no one will use it or find value in it. Worse yet, it will cost resources and increase the final price of the product for something customers don't want to pay for.

Inventory: Excessive inventory is often caused by a company keeping inventory "just in case." In such cases, companies practice overstocking to meet unexpected demand, protect against production delays, poor quality, or other issues. However, this excessive inventory rarely meets customer needs and adds no value. It simply increases storage and depreciation costs.

Motion: This type of waste includes unnecessary and complex movements by employees (or equipment). They can lead to injuries, increase production time, and more. In other words, make sure to organize the process so that workers need to do as little as possible to complete their work.

Correction: Defects can cause additional work (in the form of modifications) or, worse yet, generate waste. Generally, defective work must be returned to production, costing valuable time. In addition, in some cases, modifications are required and require additional work and tools.

I would add two essential ones, in my opinion:

Unused Skills: Not fully utilizing the skills and knowledge of employees.

Underutilization of Ideas and Creativity: Not soliciting and implementing employee ideas and suggestions.

What Is a Proto Persona?

A proto persona, or "persona prototype," is a simplified and streamlined version of a complete persona. Unlike traditional personas that require in-depth research and precise data, proto personas are based on general information and informed assumptions. They are used as a preliminary communication tool to guide the early design stages while avoiding excessive time and resource investment.

Proto personas are often created at the beginning of a project when information about users is limited. They allow teams to quickly start the design phase with a basic understanding of the target users.

Why Opt for Proto Personas?

The primary reason for opting for proto personas is to limit resource waste. Creating detailed and complex personas typically requires in-depth research, interviews, and analysis, which can be time-consuming. However, at the beginning of a project or when resources are limited, investing so much time in persona creation may not be realistic.

Proto personas provide a practical alternative by providing an overview of target users without demanding excessive time investment. They help align the team with design goals and guide initial discussions about user needs.

Creating Proto Personas: How to Do It Effectively?

Creating proto personas follows a lighter approach compared to traditional personas. Here are some steps to effectively create proto personas:

Identification of Key Segments: Identify key user segments you want to target. These segments can be based on basic demographic information such as age, gender, profession, etc.

Informed Assumptions: Formulate informed assumptions about the needs and goals of each segment. Use existing research, preliminary observations, or discussions to guide these assumptions.

Creating Proto Personas: For each segment, create a proto persona that includes basic information such as name, age, profession, primary needs, and goals. Avoid unnecessary details and focus on the essentials.

Key Scenarios: Identify a few key scenarios that each proto persona might encounter. For example, what are the main tasks or problems they might try to solve?

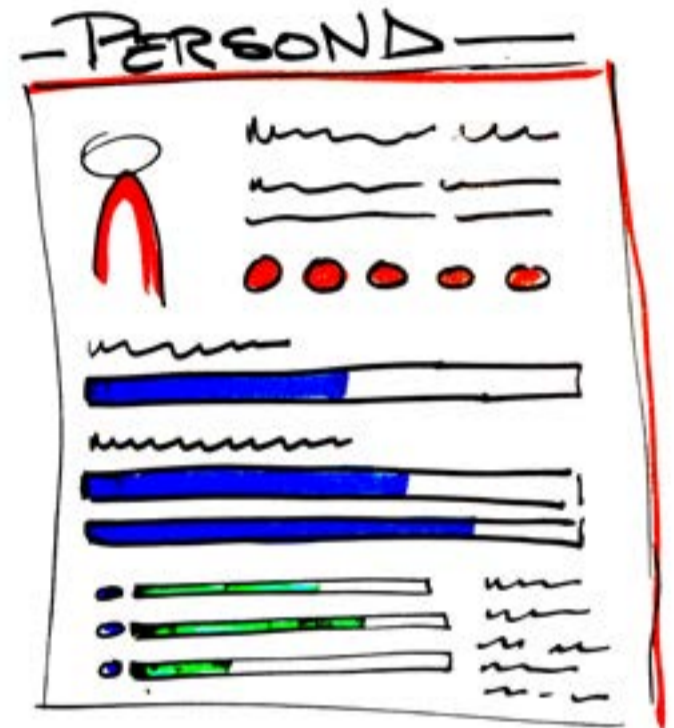
Communication and Sharing: Share proto personas with the design team, stakeholders, and development team members. Ensure that everyone understands that proto personas are based on assumptions and may evolve as new information is gathered.

Using Proto Personas to Guide Design

Proto personas act as a starting point for the design phase. They provide a foundation for initial discussions and decision-making. By using proto personas, teams can begin exploring potential solutions while keeping user needs in mind.

As the project progresses and more in-depth research is conducted, proto personas can be refined and adjusted based on real information obtained. This helps avoid committing to inappropriate design directions from the outset.

Ultimately, proto personas are an excellent way to limit resource waste while providing a solid foundation for user-centered design. They allow teams to quickly start the design phase with a preliminary understanding of user needs. Proto personas do not replace traditional personas based on in-depth research, but they offer a pragmatic alternative when resources are limited or projects are evolving rapidly. By adopting proto personas, teams can stay aligned with user needs while avoiding unnecessary waste of time and



effort.

Enriching Proto Personas with Details from Jobs

In the user-centered design process, creating personas and understanding Jobs to Be Done (JTBD) are essential elements for developing products and services that truly meet user needs and motivations. However, these two elements should not be treated in isolation. Instead, by enriching proto personas with job details, you can create a powerful convergence between the two, enabling more targeted and relevant design.

Understanding Jobs to Be Done (JTBD)

Jobs to Be Done are the tasks, problems, or goals that users seek to accomplish by using a product or service. Understanding these jobs is essential for designing solutions that provide real value to users. Jobs transcend specific product features and focus on the desired outcomes for users.

When exploring jobs, you delve deeper into the motivations, emotions, and circumstances that drive users to take action. This deep understanding can help identify innovation opportunities and create more meaningful user experiences.

Enriching Proto Personas with Job Details

Proto personas, as simplified versions of complete personas, offer an overview of target user segments and their general needs. However, for truly user-centered design, it's important to delve deeper into details and nuances.

This is where enriching proto personas with job details comes into play:

Identify Points of Convergence: To enrich proto personas with job details, start by identifying points of convergence between the two. Ask yourself: what specific jobs is each proto persona trying to accomplish? For example, if your proto persona is a college student, the jobs could include researching resources for a project or time management for studies.

Integrate Job Details: Once you've identified relevant jobs, integrate specific details into the proto personas. For example, for the college student proto persona, you could add details about their research behaviors, time management preferences, and emotions related to project pressure.

Explore Motivations and Barriers: Enriching proto personas with job details allows you to explore users' deep motivations. What are the emotional reasons driving them to accomplish these jobs? What are the barriers or challenges they encounter when trying to achieve these goals? This understanding can guide design to create more engaging and helpful experiences.

Personalization and Personality: Job details can also add personalization and personality to proto personas. For example, if you discover that your college student proto persona particularly values creativity in their projects, this could influence design to include features that foster creative expression.

Benefits of Enriching Proto Personas with Job Details

Enriching proto personas with job details offers several advantages for user-centered design:

Improved Relevance: By understanding the specific jobs users are trying to accomplish, you create more relevant and useful solutions.

Increased Engagement: Job details help better understand users' motivations and emotions, which can increase their engagement with the product or service.

Innovation Opportunities: Exploring jobs can uncover innovation opportunities and differentiation from competitors.

Personalization: Job-derived details allow for further customization of experiences to meet individual user needs.

Enriching proto personas with job details creates a strong link between the two concepts, enabling a powerful convergence in user-centered design. This approach helps understand users' motivations, needs, and emotions, leading to more relevant and engaging products and services. By adopting this approach, design teams can ensure that every decision is guided by a deep understanding of users and their goals.

Using Narrative to Foster Empathy in the Team

At the core of any user-centered design process is the need to understand users' needs, motivations, and desires. Personas and Jobs to Be Done (JTBD) have been explored in detail in this guide, but how can you make sure that this information becomes more than just a list of features and data? That's where the power of narrative comes in. By using inspiring and emotional narratives, you can cultivate empathy within your team, promote a better understanding of users, and create products that resonate with their real experiences.

The Power of Narrative

Humans are naturally inclined to listen, tell stories, and connect through narratives. Narratives are a powerful way to convey information, express emotions, and share experiences. In the context of user-centered design, narratives bring personas and Jobs to Be Done to life.

When you tell stories based on personas and jobs, you create an emotional connection between your team members and the end users. This goes beyond simple demographic data and statistics to breathe life into the challenges, motivations, and goals of users. Narratives evoke empathy because they allow the team to put themselves in the users' shoes and feel what they feel.

How to Use Narrative to Cultivate Empathy

Create Inspiring Narratives: Use information from personas and Jobs to Be Done to create inspiring narratives that illustrate users' experiences. For example, tell the story of a college student struggling to manage their time between classes, assignments, and extracurricular activities.

Focus on Emotions: Emotions are at the heart of narratives. Describe moments of frustration, joy, success,

and challenge that users encounter when trying to accomplish their jobs. This helps the team emotionally connect and better understand user motivations.

Share Narratives as a Team: Organize sessions where team members share the narratives they've created. Encourage discussions and reflections on user experiences. This promotes a deeper understanding and discussions focused on users' real needs.

Use Visual Aids: Visual aids such as presentations, videos, or diagrams can help enhance the impact of narratives. Show images that illustrate the situations described in the narratives, allowing the team to visualize user experiences.

Benefits of Using Narrative

Using narrative to cultivate empathy within the team offers numerous benefits for user-centered design:

Deep Understanding: Narratives enable a deeper understanding of users' experiences and emotions, going beyond simple data.

Emotional Connection: Narratives establish an emotional connection between the team and users, promoting greater empathy.

Informed Decision-Making: By understanding user experiences at an emotional level, the team can make more informed decisions focused on real needs.

Inspiration for Innovation: Inspiring narratives can stimulate innovation by encouraging the team to think creatively in solving user problems.

In user-centered design, understanding personas and Jobs to Be Done is crucial. However, for these concepts to come to life and effectively guide design, it's essential to harness the power of narrative. Narratives create emotional connections, foster greater empathy, and inspire innovative solutions. By integrating persona and job-based narratives into the design process, you create a team that genuinely cares about users and is committed to creating products that meet their real needs. |

Integration of the User Journey Map into a Lean JX Approach

In an approach that emphasizes the use of Enhanced Proto-Personas through Quick and Clean (refer to Chapter 7), the User Journey Map can play a crucial role in improving the user experience. The User Journey Map provides a more detailed perspective on the user's journey, focusing on emotions and feelings throughout their interaction with the product or service. Here's how you can effectively integrate the User Journey Map into this Lean approach:

Identification of Key Tasks: The starting point for this process is identifying the key tasks of the user experience related to the job to be done.

Scenario Creation: Use the Enhanced Proto-Personas as a starting point to create usage scenarios. Associate each scenario with a Proto-Persona and detail the specific steps that this Proto-Persona would follow during this particular interaction.

Adding Emotional Elements: At each step of the scenario, add elements related to users' emotions and feelings. This can include annotations about what the Proto-Persona might feel at that moment, such as frustration, satisfaction, confusion, etc.

Identification of Friction Points and Positive Points: The User Journey Map allows you to quickly identify friction points where users might encounter issues or difficulties. It also highlights positive points where the user experience is smooth and enjoyable (see frustration and positive points: Sections 4 and 5).

Prioritization of Improvements: Once you've identified friction points and emotional areas, you can prioritize them based on their impact on the user experience. This helps you decide which aspects to focus on first, completing and prioritizing Section 6 accordingly.

Rapid Iterations: In the Lean spirit, you can quickly design and test specific improvements to the identified friction points. These improvements can be rapidly tested using Enhanced Proto-Personas to assess their effectiveness.

Validation of Solutions: Use the User Journey Map to validate that the implemented improvements genuinely address the identified issues and enhance the user experience.

Communication and Alignment: The User Journey Map can also be an excellent communication tool for the team. It provides a clear visualization of the entire user journey and ensures that everyone is aligned on challenges and opportunities.

Combined with the Lean JX Canvas, the User Journey Map offers an effective way to delve deeper into the user experience, especially concerning emotional aspects. This allows for data-driven decisions and the creation of meaningful improvements while staying true to Lean principles. It is a powerful tool for rapidly enhancing the UX of your product or service.

Chapter 7 :

Lean Approaches for
Efficient Design

Lean Mindset: Reducing Waste in the Process

The Lean approach is well-known for its aim to reduce waste in processes and improve overall efficiency. When it comes to user-centered design, applying a Lean mindset can significantly enhance product quality, user satisfaction, and design team efficiency. In this section, we will delve deep into how adopting a Lean mindset can lead to waste reduction in the design process.

Understanding the Lean Mindset

The Lean mindset originates from the Toyota Production System, which aimed to eliminate all non-essential elements in the manufacturing process. Applied to product and service design, the Lean mindset aims to eliminate activities, steps, or resources that do not add value to the end user.

Waste, in the Lean context, refers to anything that does not add value to the final product. There are several types of waste, including time waste, resource waste, effort waste, and motion waste. By adopting a Lean mindset, design teams seek to identify and eliminate these sources of waste to optimize the design process and produce high-quality products.

Applying the Lean Mindset to User-Centered Design

Identifying Waste: The first step involves carefully examining each step of the design process and identifying potential sources of waste. This can include redundant tasks, excessive revisions, communication delays, and more.

Prioritizing User Value: Once waste sources are identified, the team must focus on what truly adds value to users. Personas and jobs to be done help clarify user needs and goals, facilitating prioritization efforts.

Using Agile Methods: Agile methods like Scrum and Kanban are often used in Lean projects to promote an iterative and incremental approach. This enables rapid user feedback and adaptation to changing needs.

Continuous Testing: Continuous testing and iteration based on user feedback are essential in the Lean approach. By regularly testing ideas and prototypes, the team can ensure the final product meets real user needs.

Minimizing Non-Essential Tasks: The Lean mindset encourages the team to focus on the essentials. Non-essential tasks and unnecessary features should be eliminated to reduce waste.

Continuous Improvement: The Lean mindset is based on continuous improvement. The team must constantly seek ways to optimize the design process, eliminate waste, and improve product quality.

Advantages of the Lean Approach

Applying a Lean mindset to user-centered design offers numerous advantages:

Improved Efficiency: By eliminating waste, the design process becomes smoother and more efficient, enabling faster goal achievement.

Cost Reduction: Less waste translates to fewer wasted resources, resulting in reduced costs for the

company.

Better Quality: By focusing on what truly adds value to users, final products are of higher quality and meet real needs.

User Satisfaction: Products that address real user needs lead to greater user satisfaction.

Agility: The Lean approach promotes agility and the ability to quickly adapt to changes and user feedback.

The Lean mindset is a powerful approach to reduce waste and improve efficiency in user-centered design. By identifying and eliminating waste sources, design teams can create higher-quality products better suited to user needs and more cost-effective for the company. By adopting a Lean mindset, teams commit to a continuous quest for improvement, leading to more efficient and user-centered design.

Guerrilla UX, Quick and Dirty, Quick and Clean: Lean Techniques

When it comes to designing user-centered products efficiently, Lean approaches offer a variety of techniques to speed up the process while maintaining quality and relevance for users. Among these techniques are Guerrilla UX, Quick and Dirty, and Quick and Clean. In this section, we will explore these Lean methods in detail, which allow for maximizing efficiency while meeting user needs.

Understanding Lean Approaches: Guerrilla UX, Quick and Dirty, Quick and Clean

Guerrilla UX: Guerrilla UX is a method that involves conducting quick and informal tests with real users in real-world environments. The goal is to obtain rapid, first-hand feedback on prototypes or products in development. This approach requires minimal preparation and can be carried out anywhere, be it in a coffee shop, on the street, or even online. Guerrilla UX allows for quickly identifying usability issues and gathering valuable insights to guide design.

Quick and Dirty: The Quick and Dirty approach involves rapidly creating simplified prototypes or mock-ups to test ideas or concepts. Emphasis is placed on speed rather than perfection. The goal is to obtain quick user feedback to validate or invalidate design assumptions. This approach enables rapid iteration and minimizes investments in time and resources on ideas that may not work.

Quick and Clean: In contrast to the Quick and Dirty approach, Quick and Clean involves creating high-quality prototypes or mock-ups while still focusing on speed. This approach is ideal when more detailed user feedback is needed, without sacrificing design quality. Quick and Clean allows for maintaining a high level of attention to detail while benefiting from speed and efficiency.

Application of Lean Techniques

Minimal Preparation: All these approaches share a common characteristic: they require minimal preparation. This means design teams can focus on the essentials without wasting time on unnecessary details.

Rapid Validation: Lean techniques aim to quickly obtain user feedback. This allows for rapid validation of ideas, identification of potential issues, and informed decision-making.

Continuous Iteration: Lean approaches encourage continuous iteration. User feedback is integrated

into the design process, enabling gradual product improvement.

Time and Resource Savings: By focusing on speed and minimizing unnecessary details, Lean techniques save valuable time and resources.

Flexibility: Lean approaches offer great flexibility. They can be adapted to specific project needs and team constraints.

Advantages of Lean Techniques

Speed: Lean techniques enable rapid prototyping, user feedback collection, and informed decision-making in a short amount of time.

Flexibility: Lean approaches are flexible and can adapt to different projects and contexts.

Resource Savings: By minimizing unnecessary details, teams save time and precious resources.

User-Centric: User feedback is at the core of Lean techniques, ensuring the final product meets real user needs.

Lean approaches, such as Guerrilla UX, Quick and Dirty, and Quick and Clean, offer powerful techniques for efficiently designing user-centered products. By focusing on speed, flexibility, and obtaining rapid user feedback, these methods allow design teams to create high-quality products while minimizing the waste of time and resources. By integrating these Lean techniques into the design process, teams can efficiently and cost-effectively meet user needs.

Integration of the Lean Approach into the Overall Process

The integration of the Lean approach into the overall design process is crucial to ensuring effective and user-centered design. This approach goes beyond the use of specific techniques and involves a mindset and cultural shift within the design team. In this section, we will explore how to integrate the Lean approach into the entire design process to maximize benefits and achieve outstanding results.

Understanding the Integration of the Lean Approach

Adopting a Lean Mindset: Integrating the Lean approach begins with adopting a Lean mindset within the design team. This means emphasizing waste reduction, process optimization, and maximizing value for users. Team members must understand the importance of staying agile, flexible, and open to change.

Alignment with User Objectives: The Lean approach encourages alignment with user objectives and needs. Throughout the design process, it's essential to keep in mind that every decision made should serve real user needs.

Continuous Iteration: The Lean approach involves continuous iteration, where user feedback is integrated into the design process at every stage. This enables quick issue identification and constant improvements.

Transparent Communication: Integrating the Lean approach requires transparent communication within the design team. Team members should share their ideas, concerns, and discoveries to ensure everyone remains aligned with the objectives.

Key Steps in Integrating the Lean Approach

Training and Awareness: Before starting, it's crucial to train the team on Lean principles and practices. This training will help create a common understanding and establish clear expectations.

User Objective Definition: Before initiating the design process, clearly define user objectives and needs. This serves as a solid foundation for making decisions throughout the process.

Rapid Prototyping: Use Lean techniques like Guerrilla UX and Quick and Dirty to rapidly create prototypes and mock-ups. This allows for quick user feedback and the identification of potential issues.

Testing and Validation: Subject your prototypes to user feedback to obtain insights. This validates design assumptions and enables informed decisions for the next steps.

Integration of Feedback: Integrate user feedback into the design process. This may require adjustments, improvements, or even pivots in direction.

Continuous Optimization: Continue with continuous iteration, constantly optimizing the product based on feedback and new discoveries.

Advantages of Integrating the Lean Approach

Waste Reduction: Integrating the Lean approach reduces waste of time, effort, and resources by focusing solely on what adds value to users.

Enhanced Collaboration: The Lean approach fosters collaboration within the design team. Team members work together to solve problems and improve the product.

Continuous Improvement: By integrating the Lean approach, teams commit to a process of continuous improvement, leading to a high-quality final product.

User-Centered: Integrating the Lean approach ensures the final product addresses real user needs and desires, increasing customer satisfaction and loyalty.

Adaptability to Change: With a Lean mindset, teams are more adept at quickly adapting to changes and user feedback, which is essential for remaining competitive in the market.

Integrating the Lean approach into the overall design process is a holistic approach that goes beyond the use of specific techniques. It requires a mindset shift, a deep understanding of user objectives, and a willingness to continuously iterate and improve. By adopting this approach, design teams can maximize value for users while minimizing waste, leading to high-quality products and exceptional user experiences."

Chapter 8 :

Smooth integration
into the design process

Integrating the Lean JX Canvas at Every Stage of the Process

Integrating the Lean Job Experience (JX) Canvas at every stage of the design process is essential to ensure a consistent and user-centered approach throughout the creation journey. The Lean JX Canvas serves as a powerful tool that guides the design team in understanding user needs, motivations, and goals. In this section, we will explore how to seamlessly integrate the Lean JX Canvas into each phase of the design process, thereby creating an exceptional user experience and a high-performing product.

Understanding the Lean JX Canvas

Before delving into the integration of the Lean JX Canvas at each stage of the design process, let's briefly recap what the Lean JX Canvas is. It is a visual canvas that helps capture key aspects of the jobs users are trying to accomplish, focusing on motivations, emotions, obstacles, and contexts. The Lean JX Canvas consists of several sections, including motivation, actions, outcomes, and context.

Integration of the Lean JX Canvas at Each Stage

Initial Research and User Understanding

The first step in any design process is initial research to understand users and their needs. At this stage, the Lean JX Canvas can be used to outline initial hypotheses regarding the jobs users seek to accomplish. The motivation sections help understand why users want to accomplish these jobs, while the action and outcome sections describe how they attempt to achieve them and what they hope to achieve.

Ideation and Concept Generation

During the ideation stage, the Lean JX Canvas can be used to stimulate the team's creativity. Each section of the canvas can inspire new ideas and concepts by focusing on user needs. For example, the obstacle and context sections can help identify potential challenges users may face, leading to innovative solutions.

Prototyping and Testing

During the prototyping phase, the Lean JX Canvas can serve as a guide to creating prototypes that directly address user needs. The outcome and action sections help define key features to include in prototypes, while the motivation sections ensure that prototypes address user goals and desires.

Iteration and Continuous Improvement

During the iteration and continuous improvement phases, the Lean JX Canvas remains a valuable tool. User feedback can be easily incorporated by adjusting different sections of the canvas. Product developments can align with key elements of the Lean JX Canvas to ensure that user needs continue to be met.

Final Evaluation and Delivery

Before the final product delivery, the Lean JX Canvas can be used to assess whether all user motivations, actions, and outcomes have been taken into account. This ensures that the final product aligns with user needs and goals.

Advantages of Integrating the Lean JX Canvas

Integrating the Lean JX Canvas at every stage of the design process offers several significant advantages:

Continuous User Orientation: By using the Lean JX Canvas throughout the process, the team remains consistently focused on user needs and goals.

Informed Decision-Making: The Lean JX Canvas provides a clear framework for making informed decisions at each stage. The canvas sections guide the team in understanding user motivations and expected outcomes.

User Feedback Integration: User feedback is easily integrated by adjusting different sections of the Lean JX Canvas. This allows for rapid adaptation to changing user needs.

Creation of Relevant Products: By ensuring that every element of the Lean JX Canvas is considered, the products created are more relevant and useful to users.

The seamless integration of the Lean JX Canvas at every stage of the design process is a powerful approach that ensures an exceptional user experience. By focusing on user needs, motivations, and goals, this approach enables the creation of products that genuinely meet user expectations and desires. The ongoing use of the Lean JX Canvas guides the team in making informed decisions and quickly adjusting to user feedback, leading to high-quality products and exceptional user experiences.

Exploration of the “Bold Idea” Section

In the user-centered design process, exploring the “Bold Idea” section of the Lean Job Experience (JX) Canvas plays a crucial role. This section offers a unique opportunity to explore innovative and creative solutions that address users’ deep needs. In this section, we will delve into the meaning and importance of the “Bold Idea” section of the Lean JX Canvas, highlighting how this step can stimulate innovation and lead to the creation of outstanding products.

Understanding the “Bold Idea” Section

The “Bold Idea” section of the Lean JX Canvas is a dedicated space for bold thinking and the creation of innovative solutions to solve users’ problems. This section goes beyond conventional solutions and encourages the design team to explore ideas that may seem ambitious or even radical. The goal is to unleash creativity and generate ideas that address users’ fundamental needs in unexpected ways.

Importance of Bold Exploration

Exploring the “Bold Idea” section has several important advantages in the design process:

Stimulating Innovation: By encouraging the team to think outside the box, the “Bold Idea” section stimulates innovation and creativity. Bold ideas can lead to revolutionary solutions that transform the user experience.

Addressing Deep Needs: Bold ideas allow for addressing users’ deep and latent needs. By exploring ideas that go beyond superficial needs, the team can discover solutions that create significant value for users.

Competitive Differentiation: Bold ideas can result in unique products in the market. Radical innovation can help products stand out from the competition by offering something truly unique and useful to users.

Surpassing Current Limitations: By breaking free from current constraints, the team can explore solutions that may seem impossible at first glance. This leads to discovering opportunities that would not have been considered otherwise.

Steps to Explore the “Bold Idea” Section

Expand Perspectives: The team should begin by expanding its perspectives and challenging preconceived ideas. It is essential to encourage an environment where no idea is dismissed too quickly.

Push Boundaries: The next step is to push boundaries and consider ideas that may seem bold or even unfeasible. The team should free itself from usual constraints to explore new horizons.

Focus on the User Experience: Bold ideas should be centered on the user experience. The team should consider how each idea can address users’ deep needs and improve their lives.

Evaluation and Refinement: Once several bold ideas have been generated, the team can evaluate them based on feasibility, relevance, and potential impact. The most promising ideas can then be refined and developed.

Example of Bold Idea Exploration

Let’s imagine a company working on a task management application. In the “Bold Idea” section of the Lean JX Canvas, the team could explore the bold idea of integrating artificial intelligence (AI) capable of anticipating users’ needs and automatically suggesting tasks to accomplish. This idea goes beyond the traditional features of a task management application, but it would address users’ deep needs by simplifying their planning process and increasing productivity.

Conclusion

Exploring the “Bold Idea” section of the Lean JX Canvas is a crucial step in generating innovative solutions and addressing users’ deep needs. By encouraging the design team to think boldly and push boundaries, this section opens the door to revolutionary ideas that can transform the user experience. Solutions generated from this section have the potential to make a real difference in the market by offering products that effectively solve users’ problems and delight them unexpectedly.

Fostering Innovative Ideas with the Canvas

The seamless integration of the Lean Job Experience (JX) Canvas into the design process paves the way for generating innovative ideas that truly address users' deep needs. This section explores how the canvas can serve as a catalyst for bringing forth innovative ideas and creating solutions that effectively solve users' problems.

Understanding the Role of the Lean JX Canvas in Idea Generation

The Lean JX Canvas is a powerful tool that facilitates user-centered thinking and the generation of innovative ideas. It helps teams focus on users' deep motivations and discover solutions that address these motivations unexpectedly. Here's how the canvas contributes to innovative idea generation:

Identification of Pain Points: The canvas enables mapping out pain points and unmet needs of users. These become starting points for generating ideas aimed at solving these problems.

Exploration of Motivations: By understanding users' deep motivations, the team can create ideas that provide real value and address essential needs.

Encouragement of Creative Thinking: The various sections of the canvas encourage creative thinking by pushing the team to explore different facets of the user experience. This leads to diverse and innovative ideas.

Fostering Collaboration: The process of filling out the canvas is often collaborative, promoting co-creation and the combination of ideas from different team members.

Steps to Bring Forth Innovative Ideas

Explore User Context: Before starting to fill out the canvas, the team should thoroughly explore the user's context and motivations. This lays the groundwork for targeted and creative thinking.

Fill Out the Canvas: Each section of the canvas is an opportunity to generate ideas. The team can brainstorm freely in each section, focusing on needs, motivations, obstacles, and potential solutions.

Cross-Pollinate Ideas: Once each section is filled out, the team can begin to cross-pollinate ideas to identify synergies and innovation opportunities.

Selection and Prioritization: Not all generated ideas will necessarily be feasible or relevant. The team should select the most promising ideas and prioritize them based on their potential impact and feasibility.

Example of Innovative Idea Generation

Let's take the example of a company looking to design a fitness tracking application. By filling out the Lean JX Canvas, the team can explore different innovative ideas to address user needs:

In the "*Deep Motivation*" section, the team discovers that users are motivated by the desire to stay healthy and fit.

In the "*Job To Be Done*" section, the team identifies the user's need to regularly track their progress and stay motivated.

In the “*Bold Idea*” section, the team explores the idea of integrating a virtual coach who customizes workout sessions based on each user’s goals.

In the “*Potential Solution*” section, the team proposes features such as weekly challenges, virtual rewards, and detailed progress tracking.

The seamless integration of the Lean JX Canvas into the design process allows for the emergence of innovative ideas by focusing on users’ deep motivations. This tool promotes creative thinking, collaboration, and the generation of ideas that effectively solve users’ problems. By using the canvas as a guide, design teams can create innovative and differentiating solutions that genuinely enhance the user experience and lead to the creation of outstanding products.

Encouraging Creativity and Experimentation

In the design process, encouraging creativity and experimentation is essential to push the boundaries of innovation and create relevant solutions.

Experimentation holds a central place in Lean JX because it helps you quickly validate design hypotheses, reduce risks, and continuously improve your product or service.

The Role of Creativity in Design

Creativity is the engine of innovation. It enables finding unique and original solutions to complex problems. In the design process, creativity is crucial for envisioning products and experiences that stand out from the competition and relevantly address user needs.

Using the Lean JX Canvas to Encourage Creativity

The Lean JX Canvas provides a structured framework that stimulates creativity within the design team.

Here’s how the canvas promotes creativity:

Exploration of Different Facets of the Experience: Each section of the canvas invites the team to explore different aspects of the user experience, from deep motivations to potential solutions. This exploration opens opportunities for creative ideas.

Association of Ideas: The canvas encourages the association of ideas from different sections, which can lead to innovative solutions resulting from the combination of seemingly disparate elements.

Thinking Out of the Box: By asking unusual questions and challenging assumptions, the canvas pushes the team to think creatively and go beyond conventional thinking.

Encouraging Co-Creation: The process of filling out the canvas is often collaborative, promoting co-creation and the combination of ideas from different team members.

Fostering Experimentation

Experimentation is the means to validate ideas and iterate toward optimal solutions. Integrating the Lean JX Canvas into the design process fosters experimentation by enabling the team to quickly test hypotheses and prototypes.

Rapid Prototyping: Ideas generated through the canvas can be quickly turned into simple prototypes. This allows for rapid testing of the viability and relevance of proposed solutions.

Iterations Based on Results: The results of tests and experiments guide future iterations. If a prototype does not work as expected, the team can make adjustments based on the lessons learned.

Continuous Learning: Experimentation encourages continuous learning. Each test provides valuable insights into what works and what doesn't, helping the team refine its ideas and solutions.

Creating an Environment Conducive to Innovation

To encourage creativity and experimentation, it's essential to create an environment conducive to innovation. Here are some key practices to achieve this:

Cultivate an Innovation Culture: Encourage the team to take risks, ask questions, and explore bold ideas.

Promote Collaboration: Create spaces and opportunities for co-creation and collaboration among team members.

Value Learning: Encourage learning from failures and successes. Each experimentation experience contributes to enriching the team's knowledge.

Provide Resources: Ensure that the team has the necessary resources to transform ideas into tangible prototypes and test them.

The integration of the Lean JX Canvas into the design process provides a framework conducive to encouraging creativity and experimentation. By using the canvas as a starting point, design teams can generate innovative ideas, create prototypes, and test them quickly. This approach pushes the boundaries of innovation and creates solutions that efficiently and innovatively address user problems.

UX Experimentation Methods in the Lean JX Framework

Several UX experimentation methods align perfectly with Lean JX. The choice of experimentation method will depend on the question you're trying to answer, the project phase, and available resources. Lean JX encourages flexibility and iteration, meaning you can adapt your methods based on the specific needs of your project. The ultimate goal is to gather relevant data to improve the user experience and better address user jobs.

Here are some of the methods:

Interactive Prototyping: Creating interactive prototypes is a valuable method for simulating the user experience. You can design low-fidelity or high-fidelity prototypes as needed and allow users to explore them as if they were using the actual product. This method is ideal for validating concepts and workflows.

Card Sorting: The card sorting method is useful for organizing information and navigation in your product. It involves asking users to sort cards with interface elements to determine the hierarchy and layout of

elements. This method can help you design an effective menu structure.

Guerilla Testing: Guerilla testing, or field testing, involves observing users interacting with your product or prototype in a natural environment, such as a coffee shop or a public space. This approach provides practical and immediate insights into the user experience.

Landing Page Test: Creating a landing page to assess user interest in a new feature or product can be a cost-effective method. You measure their reaction, for example, by observing the click-through rate on a specific button.

Crazy 8's: This method encourages creativity by asking the design team to generate eight different ideas for a feature in just eight minutes. While it doesn't directly involve users, it can be an excellent way for the team to brainstorm innovative concepts.

A/B Testing: A/B testing involves testing two different versions of an interface with users to determine which one works best. Variations can include minor or major changes. This method is particularly useful for optimizing elements like call-to-action buttons.

Fake Features: This method involves displaying fictitious features in your user interface to observe user reactions. It can help you determine which features generate the most engagement or interest.

Focus on Usability Café: A Quick and Clean Approach to Guerilla Testing

One way to get quick feedback on your solution, even if you don't have access to end users or if you face severe budget and time constraints, is to organize a "Usability Café." This approach involves interviewing people in an informal setting, such as a bar or your company's cafeteria, to quickly gather feedback on your solution and test your hypotheses.

It's essential to note that the people interviewed in this context probably won't be the end users of your product or service. However, their feedback can provide valuable insights for continuing to iterate on your solution or for eliminating hypotheses that prove unviable.

Usability Café offers several advantages, including:

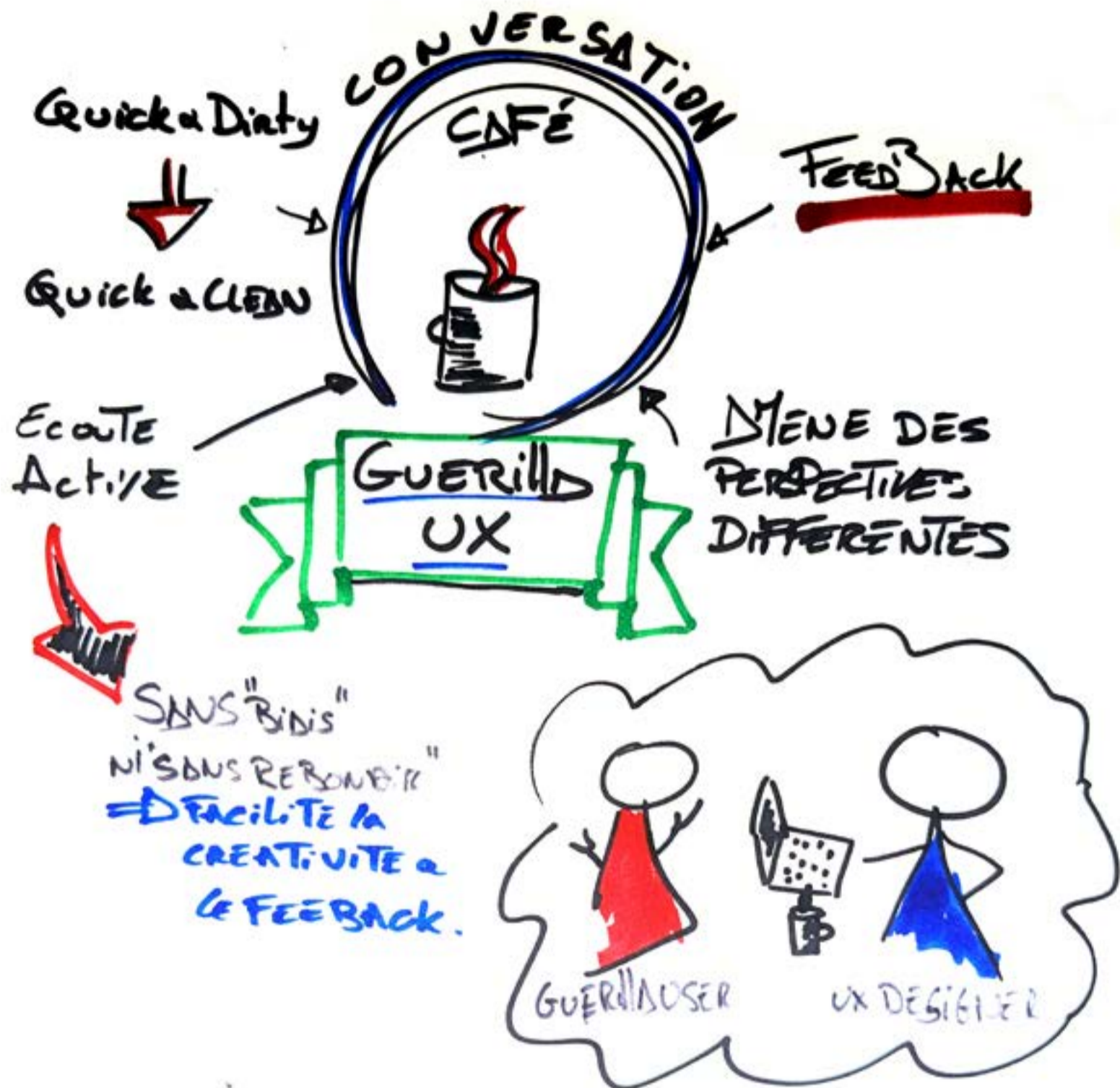
Speed: You can organize these sessions in a matter of hours, obtaining feedback in record time.

Low Cost: Costs are minimal because you don't need to set up a complex process or recruit users.

Early Feedback: Even if the feedback doesn't come from end users, it allows you to quickly spot potential issues.

Continuous Iteration: You can use this feedback to adjust your solution and continue developing it iteratively.

In complex projects with strict budget and time constraints, or in projects where access to end users is limited, this approach can be extremely valuable. It helps you maintain a steady flow of feedback, even if it's less relevant than that from end users. This agile approach can keep you on track to create a solution that genuinely meets your users' needs.



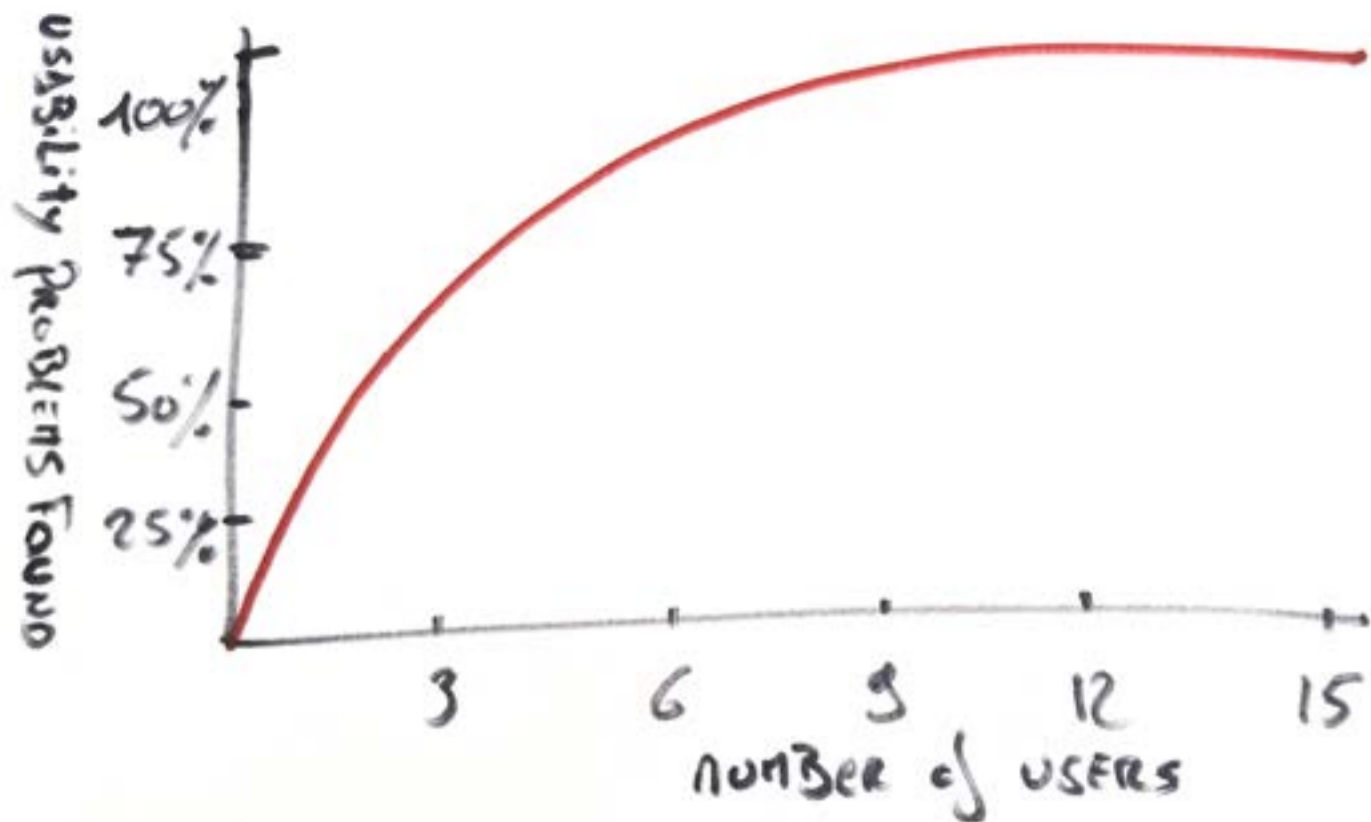
Why Testing with a Small Number of Users Is Sufficient

Jakob Nielsen, a renowned figure in the UX field, has put forth an intriguing idea: elaborate usability tests with a large number of users are not necessary. In fact, the best results come from tests conducted with only a few users, typically no more than 5, and from running several small tests.

Here's why this makes sense: during these tests, you quickly discover a significant percentage of usability issues, typically around 31% on average. From the first user, you gain a substantial insight into the usability of your design.

As you add more users, you start to see overlap in their actions and uncover fewer new ideas. Consequently, after the fifth user, you're spending time observing the same results repeatedly, with little new information to gain.

The key idea here is that you don't need to test with a large number of users to discover most usability issues. Instead, it's more sensible to allocate your user testing budget to many small tests. For example, if you have funding for 15 users, rather than using them all in a single elaborate study, consider dividing them into three separate studies, each with 5 users.



5 users : THE OPTIMAL SAMPLE SIZE
FOR QUALITATIVE USABILITY STUDIES

Why is this approach preferable? First, the goal of usability engineering is to improve the design, not just document its weaknesses. By dividing your tests, you can address discovered issues more quickly. Second, a second study with 5 users may reveal issues that were not identified in the first set of tests, in addition to providing quality assurance for the fixes made.

In conclusion, Jakob Nielsen's research suggests that testing with a small number of users, such as 5, is sufficient to identify the majority of usability issues. This approach allows you to work more efficiently, iterate more quickly, and significantly enhance the user experience of your solution.

However, it's worth noting that this recommendation primarily applies when your users are relatively homogeneous. If you're targeting multiple distinct user groups, you may need to test a few more users in each group to account for their differences. In general, 3 to 4 users per category of group are usually enough to obtain significant results.

Conclusion

At the end of this journey through the concepts of the Lean Job Experience (JX) Canvas and its application in the design process, it is essential to recap and highlight the key points that have emerged from this in-depth exploration. The Lean JX Canvas is much more than just a tool; it is a powerful guide for understanding user needs, generating innovative ideas, and creating effective solutions. This conclusion summarizes the main takeaways and provides an overview of the entire process.

Deep Understanding of Users

The Lean JX Canvas encourages design teams to dig deep to understand users' motivations, goals, and emotions. By focusing on the "jobs" that users are trying to accomplish, the canvas offers a holistic perspective that goes beyond mere features to address desired experiences and outcomes.

Seamless Integration into the Design Process

The Lean JX Canvas seamlessly integrates into the design process, providing clear steps for exploration, idea generation, prototyping, and experimentation. Its use at the beginning of the process helps guide design in the right direction and avoids unnecessary deviations.

Encouragement of Creativity and Experimentation

The canvas stimulates creativity by posing thought-provoking questions and encouraging idea association. Additionally, it promotes experimentation by allowing teams to quickly create prototypes and test them. This combination of creativity and experimentation leads to innovative and effective solutions.

Enhanced Alignment and Communication

Thanks to its clear and visual structure, the Lean JX Canvas fosters alignment within the design team and facilitates communication with stakeholders. Complex concepts are simplified and highlighted, strengthening mutual understanding.

Waste Reduction

The Lean methodology underlying the canvas aims to reduce waste by focusing on what truly matters to users. By eliminating unnecessary features and focusing on desired outcomes, the canvas ensures that every aspect of the product or service has real value for users.

User-Needs-Driven Innovation

The use of the Lean JX Canvas guides innovation by putting user needs at the forefront. The generated ideas are rooted in the "jobs" that users are trying to accomplish, ensuring that the proposed solutions genuinely solve their problems and enhance their experience.

Continuous Evolution

The design process does not end with the implementation of a solution. The Lean JX Canvas encourages continuous evolution by promoting feedback, iteration, and continuous improvement based on user feedback.

Collaboration and Co-Creation

The use of the canvas encourages collaboration and co-creation among design team members, as well as with stakeholders. This multidisciplinary approach enriches ideas and fosters more comprehensive and balanced solutions.

Turning Empathy into Action

The Lean JX Canvas transforms empathy into action. By translating users' needs and emotions into concrete solutions, the canvas allows for the realization of insights generated throughout the design process.

Creating an Exceptional User Experience

By focusing on users' "jobs" and experiences, the Lean JX Canvas guides the creation of an exceptional user experience. The developed solutions directly address users' needs and offer tangible results.

In summary, the Lean Job Experience Canvas provides a holistic and structured framework for user-centered design. By following the canvas's steps, design teams can not only create innovative and effective solutions but also build products and services that have a significant impact on users' lives. The combination of the Lean process with the depth of users' "jobs" and motivations creates a powerful and transformative approach to designing exceptional products and experiences.

Invitation to Readers to Put the Explored Concepts into Practice

Congratulations and thank you, dear reader, for journeying through the world of the Lean Job Experience (JX) Canvas and its implementation in the design process. You have now gained a deep understanding of this methodology and its power to create user-centered exceptional products and experiences. This conclusion invites you to take the next step and put the concepts you have explored into practice.

Turning Knowledge into Action

Understanding the theory is one thing, but transforming that knowledge into tangible action is a crucial step. The Lean JX Canvas was designed to be a practical and pragmatic tool. Take the time to consider how you can integrate it into your existing design processes or how you can use it to completely rethink your approach. Identify opportunities where the canvas could add significant value.

Multidisciplinary Team and Collaboration

Successful implementation of the Lean JX Canvas often requires a multidisciplinary team. Invite members with different skills to collaborate in the process. The diversity of perspectives will enrich the understanding of users' "jobs" and motivations, paving the way for more innovative and relevant solutions.

From Listening to Action

One of the cornerstones of the Lean JX Canvas is active and deep listening to users. The "jobs" they are trying to accomplish and the outcomes they seek are invaluable sources of inspiration. Don't just collect data; turn these insights into concrete actions. Commit to solving users' real problems and creating solutions that bring real value.

Iteration and Continuous Improvement

The design process is not linear. It's a series of iterations, tests, and continuous improvements. Don't be afraid to try, fail, and start again. The Lean JX Canvas encourages you to experiment rapidly and make adjustments based on user feedback. This creates an environment of constant learning and continuous improvement.

Expand Your Comfort Zone

Applying the Lean JX Canvas may require stepping out of your comfort zone. It's an invitation to explore new methods, ask bold questions, and challenge usual assumptions. It's in these challenging moments that innovative ideas often emerge.

Building a User-Centered Culture

The Lean JX Canvas is not just a tool; it's a philosophy. It embodies the belief that creating outstanding products starts with a deep understanding of users. By putting these concepts into practice, you contribute to building a user-centric corporate culture, which can lead to lasting competitive advantages.

Your Journey Is Just Beginning

Your exploration of the Lean JX Canvas doesn't end here. It's a starting point for a continuous journey of learning and improvement. Every project you tackle, every challenge you face, can be approached with this new perspective centered on users' "jobs." Keep exploring, experimenting, and growing as a design professional.

In conclusion, the Lean Job Experience Canvas is more than just a design methodology. It's an invitation to rethink how we approach the creation of products and experiences. It's a guide for listening, understanding, and acting on user needs. So, I encourage you to take what you've learned and apply it in your own work. May your journey into the world of the Lean JX Canvas be fruitful and lead you to exciting new opportunities.

Postscript:

Just one final word, and then I'll stop, I want to address an often overlooked but incredibly valuable aspect of our journey: the right to fail.

Your manager or clients may not like my words, but imagine for a moment that every mistake you make is actually an opportunity to learn, grow, and improve. That's exactly what the right to fail in UX represents. Here's why it's so important:

The Learning Curve: Every time you make a mistake, you have the chance to discover what doesn't work. This puts you on an exponential learning curve, constantly bringing you closer to more effective and innovative solutions.

Innovation Arises from Failure: The greatest discoveries and innovations often stem from bold attempts that didn't go as planned. By embracing failure, you open the door to new ideas and innovative approaches.

Enhanced Empathy: By experiencing challenges and mistakes yourself, you gain empathy for users. This allows you to better understand their frustrations and needs, leading to more tailored solutions.

Reducing Fear: When you allow yourself to make mistakes, you reduce the fear of failure and create an environment conducive to experimentation. This encourages creativity and risk-taking, which are essential for innovation.

Gradual Progress: The entire UX process relies on iteration and continuous improvement. By accepting failure as an integral part of the journey, you embrace the concept of constant evolution toward perfection.

So, the next time you find yourself at an impasse or make a mistake, remember the right to fail. It's a passport to learning, innovation, and continuous improvement. Don't be afraid to fail because each failure brings you closer to success.

Postscript:

Send me an email at beyond@urbangraphik.com or leave me a message on my website: <https://www.urbangraphik.com> or comment on one of my posts on LinkedIn... with your stories, feedback, ... and your failures!

I look forward to reading and exchanging with you!

May the Scrum be with UX...

A Designer's Story Lean JX Job-centered design

by Jean-Philippe Affani

Writing, Layout, Graphics, Illustration, Photography... Jean-Philippe Affani

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A Designer's Story

LEAN JX

Job-centered design

Welcome to the real world, where user-centered design and user experience come to life. In this book, I will introduce you to the Lean Job Experience Canvas, a tool that will guide you in creating services centered on the real needs of your users. Just as an architect shapes the plans for a house, we will sketch the outlines of your ideas to give birth to exceptional experiences.

Now, why did I choose to move from Jeff Gothelf's excellent Lean UX to Lean JX? It's because, in the real world, far from the ideal pages of books, BtoE applications take shape. They are often designed with the ideal in mind, catering to the wishes of developers and clients rather than the real needs of end users, who, in any case, will undergo training to master them. While our goal remains the creation of user-friendly, intuitive, and accessible interfaces, the absolute priority is to improve the work to be done. Maximizing processes by eliminating friction points, these sources of frustration, naturally leads to increased productivity.

In these circumstances, resources are often limited: time, money, and investment in user experience. Clients value functional applications more than applications that are merely pleasant for users. This is where Lean JX comes into play, an effective and productive methodology that makes it easier for clients to adopt. By improving the user experience, Lean JX eliminates sources of frustration among end users, making them satisfied...

Jean-Philippe Affani