BUAD 317 · SLIDE NOTES

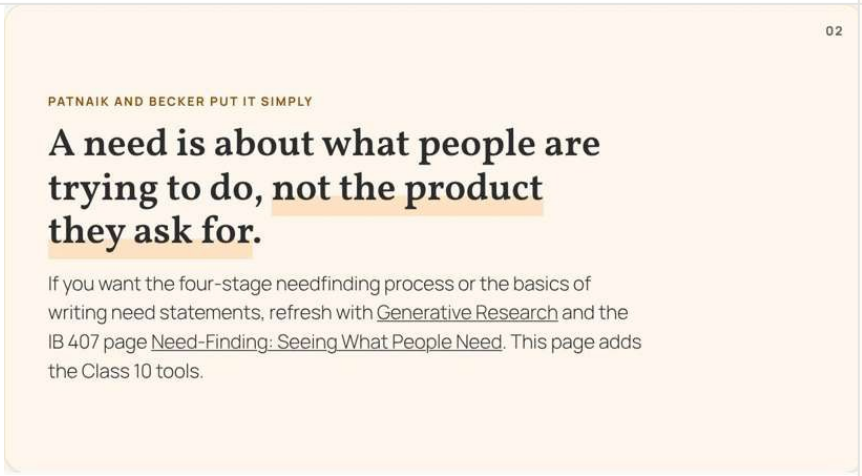
Need Finding and Jobs to Be Done

Each slide is on the left. Type or write your notes on the right. https://julesmorrisphd.com/teaching/smith-gls/buad-317/need-finding-jobs-to-be-done/



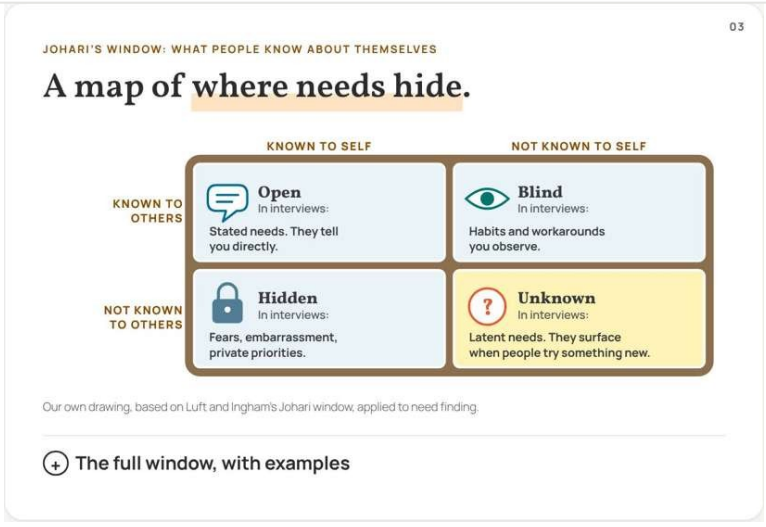
Slide 1

My notes



Slide 2

My notes



Slide 3

My notes

04

USING JOHARI'S WINDOW IN NEED FINDING

Three windows hold awareness. The fourth waits for you.

In the class version of the window, Open, Blind and Hidden are each marked "Awareness": someone already knows. Unknown carries no label, because nobody knows yet. Four ideas from the slides on using it:

Build awareness.
The window is a model for communication and human interaction. Use it to understand needs, theirs and your own.

Disclosure cuts both ways.
Sharing builds understanding, and it can also expose people. Handle what they tell you with care.

Disclosure is never equal.
People may not open up as much as you do, and you cannot require it.

Trust, clarity, listening.
The Hidden window shrinks only when people trust you, understand your purpose and feel heard.

⊕ Source

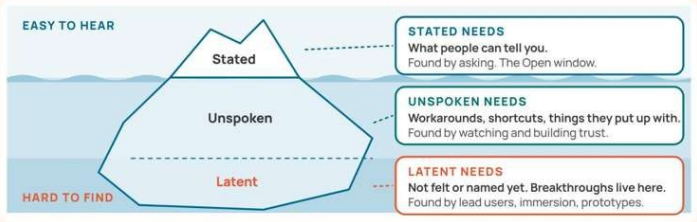
Slide 4

My notes

05

THREE LAYERS OF NEEDS

The hardest needs to find hold the breakthrough ideas.



Our own drawing of the three layers of needs, matched to the Johari window.

⊕ Text version of this diagram

Slide 5

My notes

06

THREE CATEGORIES OF NEEDS, IN KANO TERMS

Known, unmet, hidden.

The class slides sort needs a second way: by who already knows about them.

1. Known needs
Common knowledge in an industry. Products already address them.
Kano: basic or performance features

2. Unmet needs
Customers can say them, but today's products do not address them.
Kano: the unmet part of performance features

3. Hidden needs
Not yet identified by researchers or by customers themselves. Also called latent.
Kano: excitement needs, your chance to stand out

⊕ More: the full definitions, why surveys miss hidden needs, and how the two lists line up

Slide 6

My notes

07

THE KANO MODEL: NOT EVERY FEATURE COUNTS THE SAME

Know what must be right first.

Noriaki Kano and colleagues (1984) showed that features affect satisfaction in different ways. Sorting your ideas this way tells your prototype team what must be right first. Example: a shift handoff tool for hospital nurses.

Basic (must-be)

Expected without being asked. Having it earns no praise. Missing it makes people furious.

The medication list is accurate.

Performance (more is better)

Satisfaction rises the better you do. People can usually tell you about these.

The handoff takes less time per patient.

Delighter (attractive)

Unexpected. Nobody complains when it is missing, but it surprises and pleases people. Often comes from a hidden or latent need.

It flags the family call a nurse promised overnight.

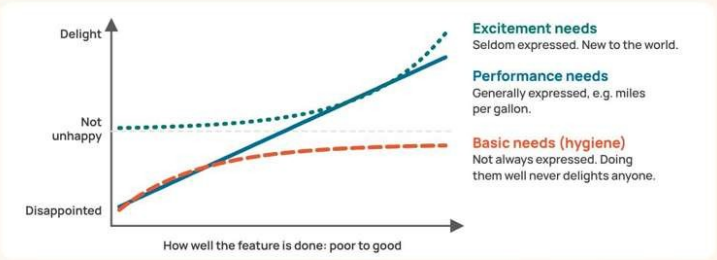
Slide 7

My notes

08

THE KANO MODEL, DRAWN

Basics, performance, delighters.



Our own drawing, based on Noriaki Kano's model of customer satisfaction and the version in the course slides.

⊕ Text version, and which needs people say out loud

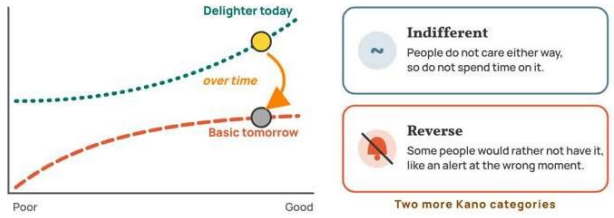
Slide 8

My notes

09

DELIGHTERS FADE

Over time, today's delighter becomes tomorrow's basic.



Indifferent
People do not care either way, so do not spend time on it.

Reverse
Some people would rather not have it, like an alert at the wrong moment.

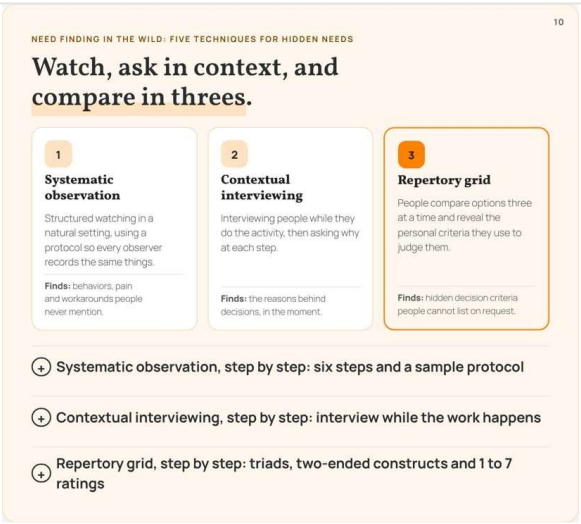
Two more Kano categories

Our own drawing, based on the Kano model in the course slides.

⊕ Text version of this diagram

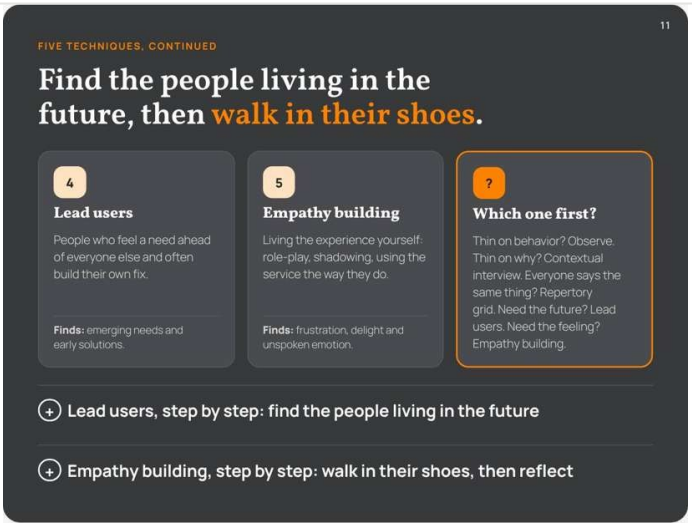
Slide 9

My notes



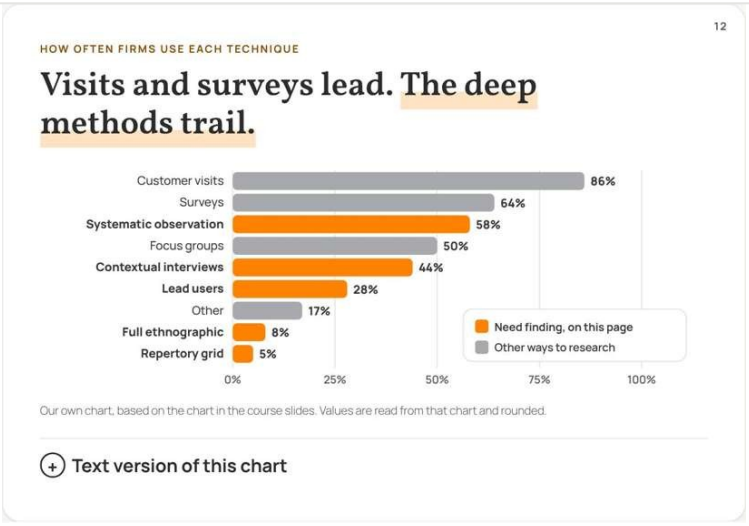
Slide 10

My notes



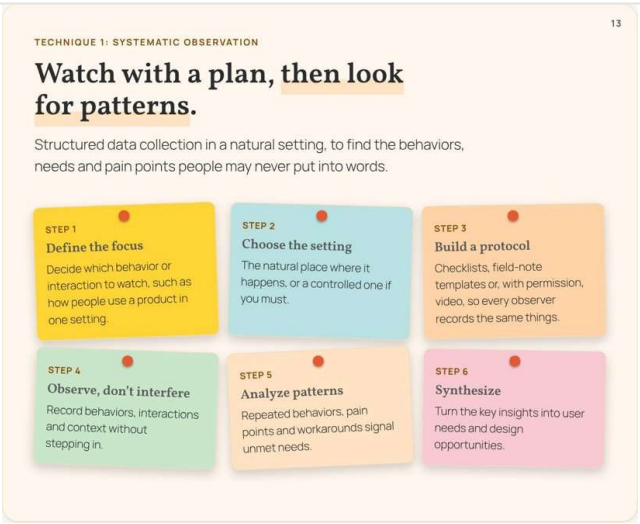
Slide 11

My notes



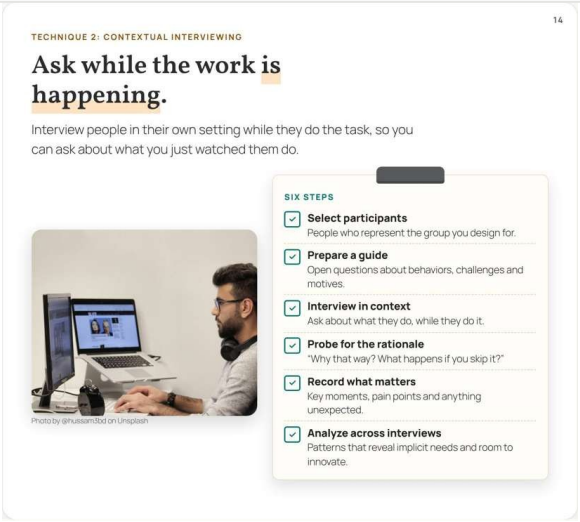
Slide 12

My notes



Slide 13

My notes



Slide 14

My notes



Slide 15

My notes

16

TECHNIQUE 4: LEAD USERS

Learn from people who built their own fix.

Lead users feel a need before most people do, and they often create their own solutions. They point you to emerging trends and ideas.

1	2	3	4	5
Identify them	**Engage them**	**Extract the principle**	**Validate**	**Bring it in**
Early adopters, pioneers, anyone with a homemade workaround.	Interviews, workshops or co-creation sessions about their fixes.	Find the idea under their changes that could apply broadly.	Check whether the need is starting to matter to more people.	Adapt their ideas into your product, service or strategy.

⊕ What a lead user looks like on campus

Slide 16

My notes

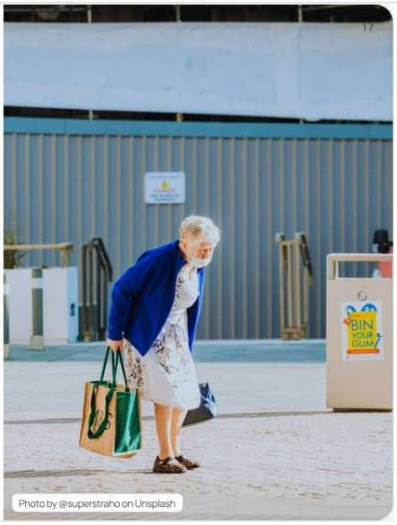
17

TECHNIQUE 5: EMPATHY BUILDING

Live the experience, then reflect on it.

1. Define whose view
2. Immerse yourself
3. Listen deeply
4. Document and reflect
5. Synthesize
6. Translate

⊕ Each step in full



Slide 17

My notes

18

HOW WELL EACH TECHNIQUE WORKS

Ethnography rates highest. Few firms use it.



Our own chart, based on the course slides. Positions are approximate; all points are in the text version.

⊕ Text version of this chart

Slide 18

My notes

19

THE ETHNOGRAPHY GAP

The method rated most effective is one few firms use.

Ethnography sits at the top of the effectiveness chart, yet only about one firm in eight uses it extensively, and fewer than one in ten runs a full ethnographic study. Repertory grids and lead users are underused too. Need finding is where your team can do what most firms skip.

Slide 19

My notes

20

UNCOVERING NEEDS: TIPS FOR OBSERVING WHAT PEOPLE DO

Six habits for seeing what people need.

- **Cast aside your biases** — Listen and observe. Let people tell their own stories.
- **Note contradictions** — Innovation lives in the gap between what people say and what they do.
- **Listen to personal stories** — Successes and failures reveal what people find normal and true.
- **Watch for workarounds** — Clumsy or clever, they show where products fall short.
- **Separate needs from solutions** — Needs open up possibilities. Solutions constrain them.
- **Look beyond the obvious** — Stay alert. The insights emerge from the nuances.

⊕ More on each tip

Slide 20

My notes

21

HOW DO YOU KNOW YOU FOUND AN AH-HA?

You can predict what they will say next. That's an ah-ha.

Signs:
- You name the implicit insight
- You spot a surprise or a gap
- You can explain a contradiction
- You predict their next words
- You want to tell everyone

⊕ Source and capture habits



Photo: Karl Shea on Unsplash

Slide 21

My notes

22

WHY NEEDS ARE HARD TO SEE

Why teams miss needs.

Thing orientation
Talking products, not needs. "They need an app."

No support from needers
"I don't have a problem." You feel intrusive.

Status quo
People with power may not want change.

Lack of power
Those who see a need feel powerless, so stop looking.

Invisible environments
A fish does not notice water.

Going shallow
Fixing the trivial need, not the underlying one.

⊕ Each block in full, and the source

My notes

Slide 22



01

HOW JOBS TO BE DONE WORKS

Aim your prototype at the job, not a product.

Jobs to be done turns a need into something a prototype team can aim at. The class slides use Tony Ulwick's definition: a job to be done is a statement that describes, precisely, what a group of people is trying to get done in a given situation.

My notes

Slide 23

02

A JOB CAN BE

A job is anything people are trying to get done.

- **T** **A task** people are trying to accomplish.
- **G** **A goal or objective** they are trying to reach.
- **P** **A problem** they are trying to resolve.
- **A** **Something to avoid,** or anything else they are trying to get done.

My notes

Slide 24

03

AND ONE RULE MATTERS MORE THAN ANY OTHER

Jobs are not solutions.

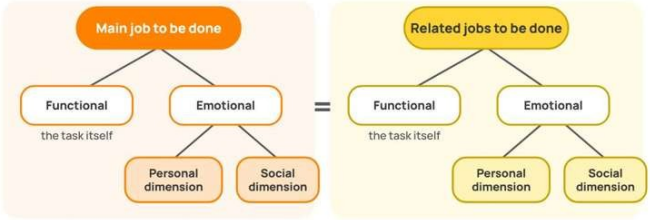
Slide 25

My notes

04

BASIC TYPES OF JOBS TO BE DONE

Main jobs and related jobs branch the same way.



Our own drawing, based on the course slides.

⊕ Text version of this diagram

Slide 26

My notes

05

THREE DIMENSIONS OF EVERY JOB

Every job is functional, social and emotional.

1

Functional

The task to perform or the problem to solve.

2

Social

How people want to be perceived by others: to look good, or to gain power or status.

3

Personal or emotional

How people want to feel: good, secure, at peace.

Slide 27

My notes

06

A JOB MAP

One main job, three sides, a few neighbors.



Our own drawing, with a student example. Based on the job map in the course slides.

⊕ Text version of this diagram

Slide 28

My notes

WRITE THE JOB STATEMENT

Verb + object + clarifier.

Take one apart:

- **V** **Listen** — An action verb.
- **O** **to music** — The object it acts on.
- **C** **on a run** — The context that makes it specific.

⊕ Examples from the slides and from projects like yours



Photo: Centre for Ageing Better on Unsplash

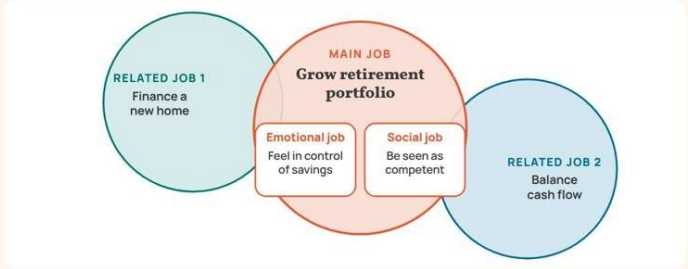
Slide 29

My notes

08

EXAMPLE: GROW A RETIREMENT PORTFOLIO

One main job, two related jobs.



Our own drawing, based on the example in the course slides.

⊕ Text version of this diagram

Slide 30

My notes

09

THREE RULES FOR THE STATEMENT

Write a job that will outlast the app.

No solutions

"Use the scheduling app" is a solution. "Change a visit before the day of the appointment" is the job. It will still be true after the app is gone.

No success words

"Quickly," "easily" and "better" describe how success is measured. Keep them out of the job and use them in desired outcomes instead.

The person's view

Products do not have jobs. People do. Write it the way the job performer would describe what they are trying to do.

My notes

Slide 31

10

WHERE JTBD FITS IN THE HCD PROCESS

The four Ds map onto the HCD phases.

1. **Discover = Inspiration** — Street interviews and observation reveal the jobs people are trying to get done. *BUAD 317: Part A interviews.*
2. **Define = Interpretation** — Write job statements and the three dimensions from your themes. *BUAD 317: Classes 8 to 10.*
3. **Design = Ideate** — Ideas and prototypes are "hired" to do the job better than today's options. *BUAD 317: Parts B and C.*
4. **Deliver = Implement** — Test whether the job gets done, then carry it into your senior project. *BUAD 317: Part D and the Capstone.*

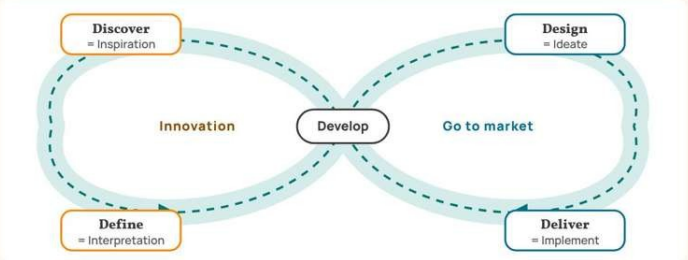
My notes

Slide 32

11

CREATING VALUE WITH HCD AND JTBD

Discover, define, design, deliver.



Our own drawing, based on the course slides.

Text version of this diagram

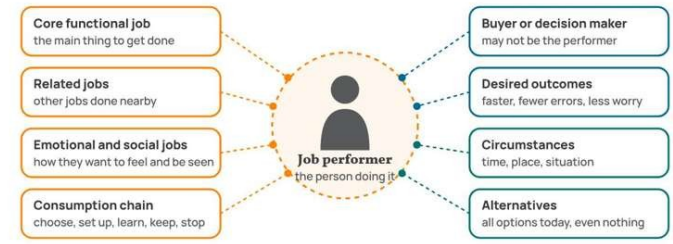
My notes

Slide 33

12

THE JTBD ECOSYSTEM

A job never sits alone.



Our own drawing of elements common across JTBD practice.

⊕ Text version, and a worked example: “Grow a retirement portfolio”

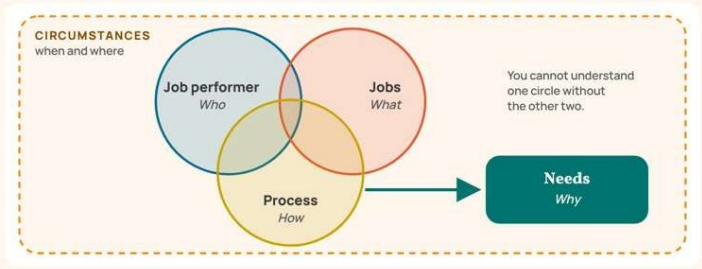
Slide 34

My notes

13

THE JTBD ECOSYSTEM, DRAWN

Who, what, how, why, when and where.



Our own drawing, based on the ecosystem diagram in the course slides.

⊕ Text version of this diagram

Slide 35

My notes

14

TWELVE WAYS TO DO BETTER JTBD RESEARCH

Upgrade people, not products.

Brand Genetics (2021) argues that innovation should upgrade people, not products.

⊕ The Brand Genetics guide, summarized in our words

⊕ Want more depth?

Slide 36

My notes