IB 407 · SLIDE NOTES

Secondary Research with AI: Finding Real Insight

Each slide is on the left. Type or write your notes on the right. https://julesmorrisphd.com/teaching/smith-gls/ib-407/frame-the-challenge/



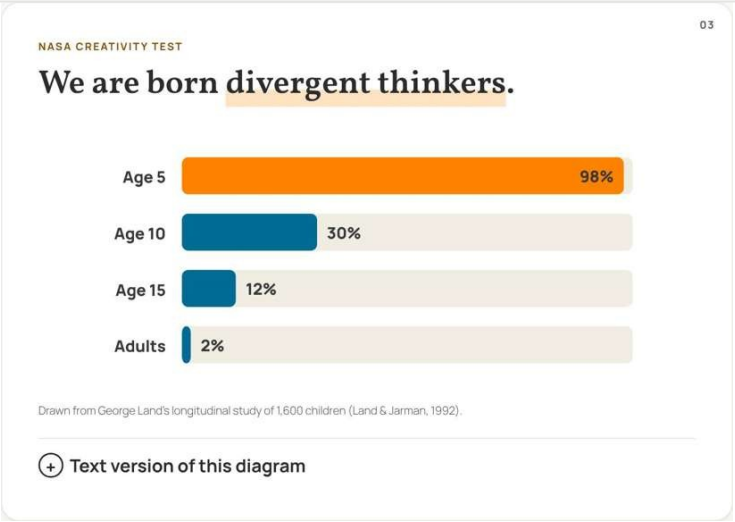
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My notes



Slide 2

My notes



Slide 3

My notes



04

WE OFTEN WORK THE WRONG PROBLEMS

People spend a lifetime on the same old problems.

John Gottman found that about 70 percent of the problems in marriages are perpetual: they never get resolved. Teams and organizations do this too.

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My notes



05

ADAPTIVE VS. TECHNICAL CHALLENGES

The single biggest failure of leadership is to treat adaptive challenges like technical challenges.

Ronald Heifetz

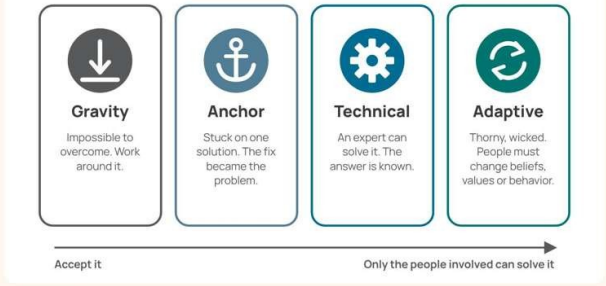
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06

FOUR TYPES OF PROBLEMS

Know what kind of problem you are facing.



Our own drawing.

Text version of this diagram

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My notes

07

TECHNICAL VS. ADAPTIVE CHALLENGES

Different problems need different work.

Technical challenges	Adaptive challenges
Easy to identify	Difficult to identify, easy to deny
Quick, cut-and-dried solutions	Require changes in values, beliefs, roles, relationships and approaches
An authority or expert can solve it	The people with the problem do the work of solving it
Change in one place, inside one boundary	Change across many places and boundaries
People welcome the fix	People resist acknowledging the challenge
Can be put in place quickly, even by edict	Need experiments and new discoveries; take time; can't be ordered

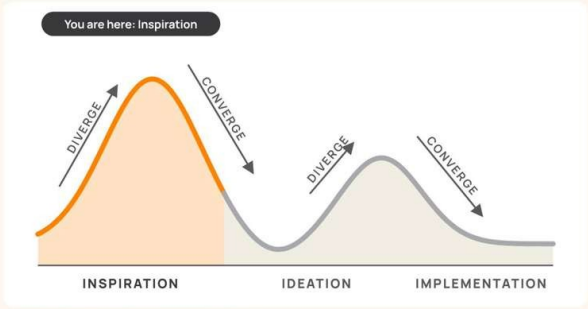
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My notes

08

THE HCD PROCESS

Today we start Inspiration.



Our own drawing of the human-centered design process.

Text version of this diagram

Slide 8

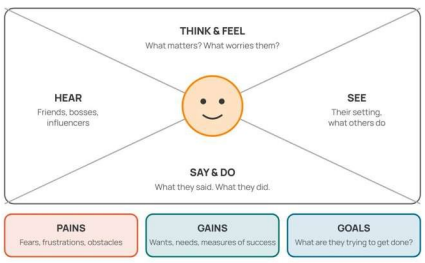
My notes

09

INSPIRATION

Understand people: what they say, do, think and feel.

You'll observe and ask about people's hopes, needs, feelings and desires. All of it inspires ideas that improve lives.



Our own drawing.

Text version of this diagram

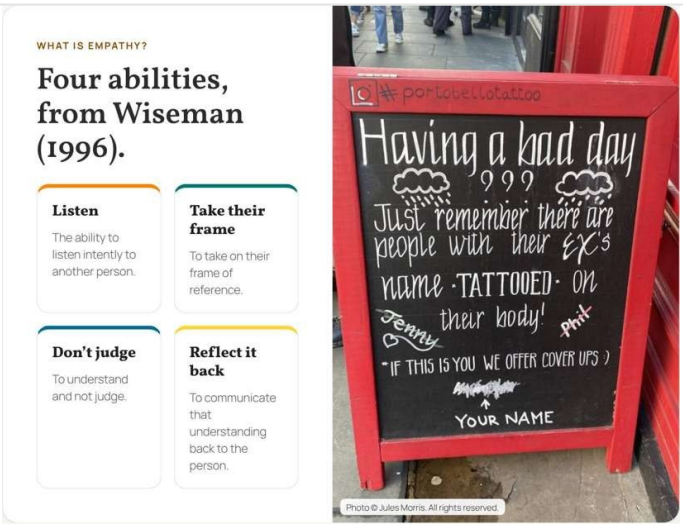
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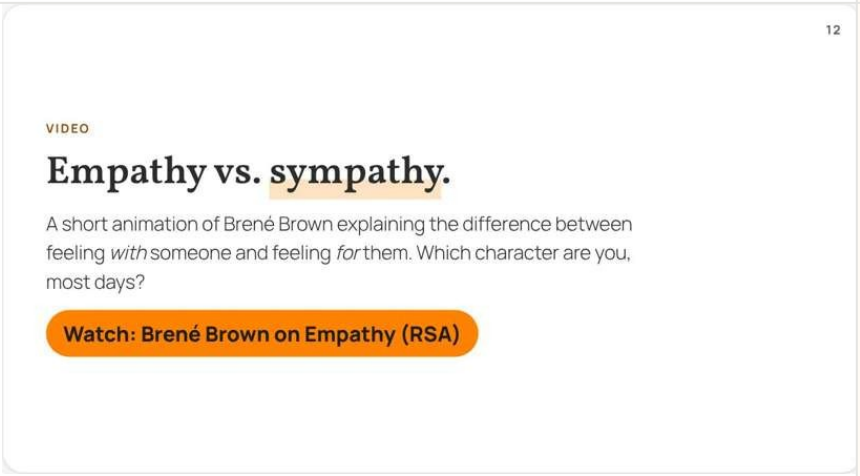
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Slide 11

My notes



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CONTINUUM OF EMPATHY

From apathy to compassion.



Our own drawing.

⊕ Text version of this diagram

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MULTI-DIMENSIONAL: FOUR COMPONENTS

Empathy works on four levels.

Empathy lets us step into another person's shoes without losing ourselves, our agency or our path to our own goals.

Cognitive
The ability to understand another person's perspective.

Affective
The ability to feel another person's feelings.

Behavioral
The ability to communicate empathic understanding and concern.

Ethical
An inner motive or disposition to be empathic.

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HUMAN-CENTERED LEADERSHIP'S 5 I'S OF EMPATHY

Five ways to build empathy.

Immersion
Live it. Spend time in their world.

Investigate
Ask, observe and dig.

Imagination
Picture life from their side.

Imitate
Try what they do.

Inquiry
Stay curious. Ask the next question.

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My notes



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CASE STUDY

Airbnb: empathy as strategy.

Bring your notes from the Airbnb case. When the founders flew to New York and stayed with their hosts, what did they see that the numbers could not show?

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LONDON DAY 2

Frame your design challenge.

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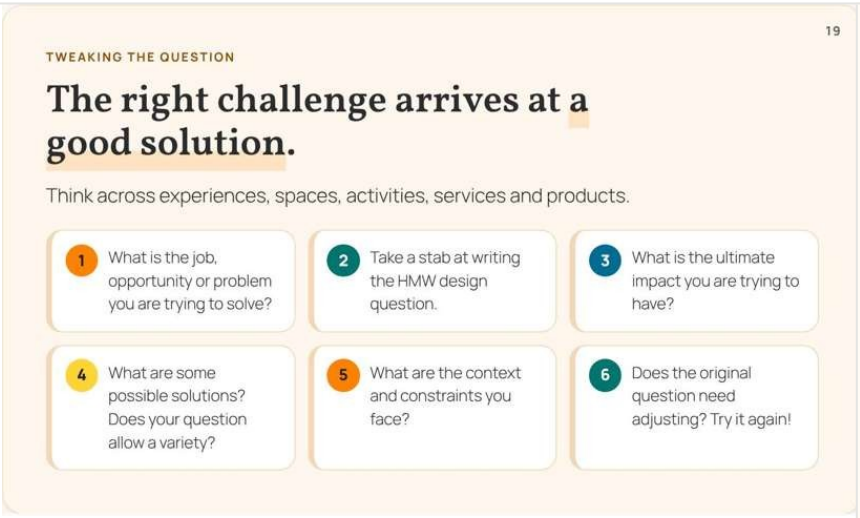
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OUR DESIGN CHALLENGE

How might we delight tourists in London?

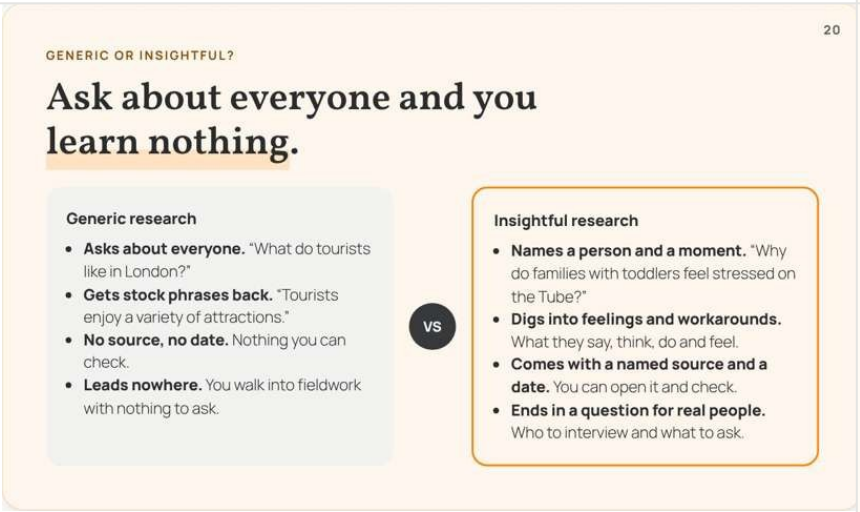
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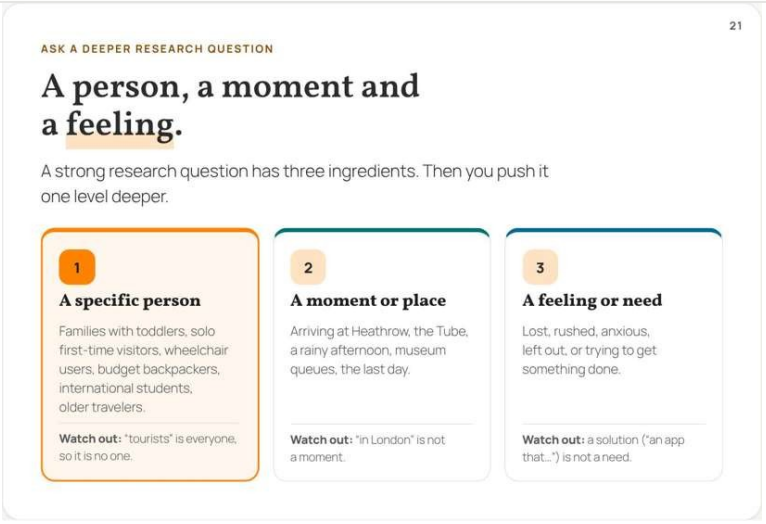
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ASK THE NEXT GOOD QUESTION

Push every question one level deeper.

- **Why ladder:** ask why, then why again.
- **Say, think, do, feel:** what people say often differs from what they do.
- **Workarounds:** the tricks people invent reveal unmet needs.
- **Extremes and mainstreams:** study the edges to learn about everyone.
- **Analogous inspiration:** where else do people feel this way, such as airports, theme parks or hospitals?

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SECONDARY RESEARCH

Learn what's already known.

1. **Explore broadly**
   Look at the most recent news in the field: the internet, newspapers, magazines, journals.
2. **Find innovations**
   Look for new ideas in your area: technological, behavioral or cultural.
3. **Look at what exists**
   Which solutions have worked? Which haven't? Why?
4. **Ground your interviews**
   Use the facts and figures to understand the context before you go talk to people.

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PARTNER WITH AI: EIGHT MOVES

Don't accept the first answer. Push it.

Push it
"That is too general. Ask me three questions, then give me a better answer."

Give it a perspective
"Act as a London tourism researcher" or "Act as a skeptical journalist."

Set guardrails
"Sources from the last three years only. Point out any bias. No solutions yet."

Apply a framework
"What do these visitors say, think, do and feel?" or "What job are they trying to get done?"

⊕ All eight moves, with prompts to try

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WHERE TO LOOK

Use sources you can open and check.

Treat with caution

- "Top 10" listicles and content farms
- Uncited blogs
- AI-generated pages, or AI itself as "the source"
- Reviews and forums: good for interview ideas, not for facts
- Anything with no date

VS

Reputable sources

- VisitBritain and VisitEngland research
- Office for National Statistics travel and tourism data
- Transport for London data and reports
- Greater London Authority and London & Partners
- UN Tourism (UNWTO)
- Peer-reviewed tourism journals through UT Libraries
- Major news outlets

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AI IS A RESEARCH ASSISTANT, NOT A SOURCE

AI can invent links and numbers. Open every source.

Run your prompts in Microsoft Copilot with your UT login, or another AI tool. Open every source it names and check the claim yourself, because AI can invent links and numbers. Never paste personal or confidential information into an AI tool. If your team uses AI, note how you used it.

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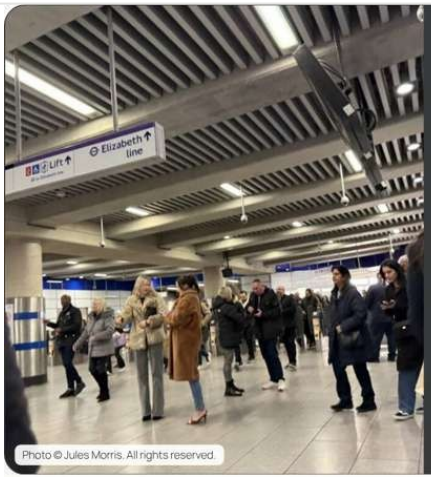


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GRIPES & DREAMS

What do we know about being a tourist in London?

Brainstorm as a team: gripes on one color of sticky note, dreams on another. These become hunches to test on the street.

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My notes