THE IMPACT OF DEEP UNDERSTANDING

@indiyoung
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Saturday, May 29, 1937

May May's birthday today, Happy Birthday May May. Mother had her hat fitted and then we bought some hankies while she had dresses fitted and as we found out later bought another one. I saw a lovely hand spun linen hanky case which I will show to Mother later. Then we grabbed an open top cab and drove around the city taking movies. First we went past the Louvre and its gardens and took pictures of the lovely fountains and the small Arc de Triumphe. Then on Place de la Concorde we took the Champs Elysee or Ulysees as Daddy calls it. From the bridge we got the exposition and river as well as a beautiful one of the two fountains, Cleopatra's Needle, and Madeleine on Place de la Concorde. We drove along to Notre Dame where with book de la Concorde. We drove along to Notre Dame where with book
my feet slipped but in reality I hung onto the rope and man for dear life. Daddy wants me to learn when I get home and it is fun. From the ice palace we wandered through a huge tunnel to a snow valley. There I was thrilled to flying ecstasy. The valley was white growing cream colored until on the fartherest mountains thick cream was pouring down. We saw some huskies for hire and of course had to ride in their sleigh. Jan and I piled in camera and all and everything went well until the leader, "Smokey," got rambunctious and out we sprawled on the turn and the sleigh ran over us and the guide too. But we gathered up hats and purses and with snow down our backs and our hair rode back to civilization. I'm afraid my camera was ruined but it was more fun and the snow was soft. Janet took a ride on the guide's back when he skied down the mountain. It looked like swell fun. When a snow fight began we said time to go and back we went leaving behind us the most beautiful unmarred snow scene ever pictured. Snow—a dazzling spectacle of nature at its fullest beauty. On the way down we saw other valleys and glacial deposits but closed our eyes to think of that
Friday, July 16, 1937

This morning had ambitions but they turned lazy so we slept until our “un”-usual hour before having breakfast. Later we went down Piccadilly to have my bangle put on. The bracelet is getting very full. Then we walked down to our favorite Pekinese shop. We saw the cutest dog and he was like Curly and flopped like Curly does and was so cute. Daddy’s considering however not hopefully to us. We took a bus to Regent St. but my films were not ready at Kodak. We had a bad lunch in Dickens and Jones department store and paid a visit to Gimbel Bros. before going down to Westminster Abbey. We drove down the Mall and it looked so different when the trees were in bloom and the decorations down. St. James Palace was still so charming and the park was so green and lovely. Parliament was a welcome sight and Westminster Abbey was beautiful. I was angry when we saw the sign “Not open until September.” It seems to me they should consider tourist trade even if they are pulling down the coronation decorations. We went next to Old Curiosity Shop and it looked just like the one in San Diego Fair but our Curiosity Shop had a more refined and less festive atmosphere. The outside
I got my films today and everyone came out wonderfully. The close up of Janet was a prize. I am sending them home and hope May May or Ruby will get an album for me. I labeled all of them on the back, so I can remember. We received some mail, a lot of it. One from grandpa, two from Ruby, and several others. Daddy and I get mail, but Mother and Janet don’t, so they threaten to quit writing to people. Oh, dear. While we were on our fish course at dinner, the head waiter pointed out the Earl and Lady of Shrewsburry. He is someone close to the King. He is very distinguished. Everybody in the hotel likes Jan and me now. We are “lovely American children.” Not to brag, but I think it’s nice.
PHOTOGRAPHS
There were bunnies at the #creativemornings Oakland #empathy talk!
http://t.co/4mo8kLirKm http://t.co/CJ3IZvhOYv

Indi Young (@indiyoung) posted a photo on Twitter
Get the whole picture - and other photos from Indi Young
It begins: tomato season. (Three monster bushes, plus five babies and four volunteers. Yikes! I think I need to learn how to can tomatoes this year.)
a variety of different kinds of research
making sure your solution works for people
usability, A/B testing, user interviews, analytics …
finding opportunities for creating solutions

journey maps, diary study, contextual research, needs analysis ...
constrained by existing systems
add a layer

understand the person using cognitive empathy:
re-frame the way you think about the problem as if your organization does not exist

problem space (larger purpose/intent, pre-ideas)
solution space (ideas & design)
evaluative
enerative
quantitative qualitative
solution-framed and purpose-framed
solution-framed and purpose-framed

does the solution work? is the purpose supported?

measure quality
“support” and “purpose”
what you make & how you act to support people
many applications of empathy:

- persuade (change beliefs, behavior)
- encourage growth, maturity
- support intents & purposes of others
- communicate clearly; tone, vocab
- act like someone else
many applications of empathy:
  persuade (change beliefs, behavior)
  encourage growth, maturity
  support intents & purposes of others
  communicate clearly; tone, vocab
  act like someone else
“Cognitive empathy leads to hustling.”

Daniel Goleman, via NPR TEDradio Hour
many applications of empathy:

- persuade (change beliefs, behavior)
- encourage growth, maturity
- support intents & purposes of others
- communicate clearly; tone, vocab
- act like someone else
support intents & purposes of others
tasks
goals
intents & purposes
book a flight

take a trip to the Grand Canyon

take Mom while we still can
Flight

- Round Trip
- One Way
- Multiple Destinations

From: (city or airport)

To: (city or airport)

- Search Nearby Airports
- Find Lower Fare +/- 3 Days

Search Specific Dates

- My Dates are Flexible

Depart Date:

- mm/dd/yyyy

Time:

- Anytime

Return Date:

- mm/dd/yyyy

Time:

- Anytime

Adults:

- 1

Children

Offer Code (optional):

Cabin:

- Economy

Search By:

- Price
- Schedule
- Award Travel

- Nonstop Flights Only

Advanced Search

Search
Adopt Strategies to Contain Travel Cost
Decide/Agree to Take a Trip
Figure Out Dates and Duration
Figure Out Destination
Decide Who to Bring With Me
Explore What It Takes to Get to That Destination
Coordinate the Trip with Others
Make Sure My Child Can Make the Trip Without Me
Pick Out Flights
Get a Good Seat for the Flight
Decide on the Lodging
Make Sure It's Within Budget
Make the Original Reservation
Organize Trip Information, Reminders, Visas, Instructions, Identification
Arrange for an Activity at Destination
Decide What to Bring on the Trip
Figure Out How to Get To/From Airport
Change Plans Around because I Want/Need To
Replace the Reservation because Something Outside My Control Went Wrong
Endure a Delay
Make Sure I Catch My Flight
Get Boarding Pass & Check Luggage
Find My Way Around the Airport, Station
Get Through Security or Customs
Send My Child Off on a Flight Without Me
Take Care of Myself
Pass the Time
Board the Plane
Add Premier Access for all flights for $63

Premier Access benefits include:
- Priority boarding
- Priority check-in line
- Priority security line

Terms and conditions

Highly Recommended: Trip Protection

- Yes, add protection for $19.25 covering all passengers in this reservation. Recommended

Over 16 million travelers insured in 2013.
- Get reimbursed up to 100% of non-refundable, prepaid costs if you have to cancel your trip for reasons like covered illness, injury, layoff, and more
- Coverage for trip interruption
- 24/7 award-winning assistance service

"It's wise to always consider a travel protection plan to cover your trip costs from the unexpected." - Frommer's, May 2015

- No, I choose not to protect my $136.20 purchase. I understand by declining coverage I am responsible for all cancellation fees and delay expenses.

Provided by Allianz Global Assistance. Terms, conditions and exclusions apply. learn more.

Purchase Summary

Ticket Price
1 Adult (18-64) $108.00

Additional Taxes/Fees
$28.20

Total $136.20
tasks

goals

intents & purposes
How do people see our brand?

How is our new offering doing?

I’m determined to change my career.

I must keep up with my field.

I need the basics to be able to collaborate with my colleague in another field.
defining empathy in your work
forgiveness  emotion  walk in shoes
“If I were in their shoes, (I would) …”
“If I were in their shoes, (I would) ...”

walk in shoes

(act their character)
affective empathy
emotional empathy
emotional empathy

Sadness: “I’m sorry that they took your rocket. They took something that you loved.”

Joy: “How did you do that?”
Sadness: “Oh, I don’t know. He was sad, so I listened.”
emotional empathy
emotional empathy
in your work …

emotional empathy – supporting another person through an emotional process (real-time)
cognitive empathy
cognitive empathy
understand what went through a person’s mind
cognitive empathy
inner voice as a person aims at an intent or purpose
larger, human intent or purpose

Photos: John Wesley Ramsey, Laura Ramsey, Mindel Lerner
in your work …
cognitive empathy – supporting another person in achieving their purpose (over time)
developing & applying empathy
walk in shoes

(act their character)
walk in shoes

(act their character)
apply empathy
listen

walk in shoes

develop empathy

(act their character)

apply empathy
listening sessions
a listening session is like going on a tour … ask the guide questions, but not about something down the street or unmentioned
active listening

a listening session is like going on a tour … ask the guide questions, but not about something down the street or unmentioned
surface
opinion, preference, explanation

depth
reasoning
reactions
guiding principles
decision-making, work-arounds
source of reasoning, guiding principles
source of opinions, preferences
find out why
(not embarrassed)
start with the scope:
What went through your mind as you tried to accomplish your purpose?
ground it—use an event that happened: What about the last time you were doing it? The first time? A memorable time?
list of questions → follow last few details
her pain is real, even if you don’t agree

avoid judging, contempt
Her story is that the gate agent brushed her off with attitude. But she was asking to be put on a flight where there were no seats, and it was the second time she’d asked. She’s just a grumbler.

don’t put yourself in their situation as yourself
rapport: DO support the participant emotionally
active listening is when you are completely tuned in

turn off the noise in your head
no notes
no analysis
no problem-solving
attempt to banish assumptions
average per day:
332,982 passengers
209,548 checked bags
137,981 female (66%)
71,567 male (34%)
8,842 age 65–75
63,890 age 45–65
78,098 age 35–44
55,652 age 25–34
56,309 business
98,993 personal
54,246 combo
Divorce rate in Maine correlates with Per capita consumption of margarine

Correlation: 99.25% (r=0.992558)

Data sources: National Vital Statistics Reports and U.S. Department of Agriculture

Examples: Spurious Correlations http://www.tylervigen.com/spurious_correlations
average per day:
332,982 passengers
209,548 checked bags
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56,309 business
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54,246 combo
**carried on bag because**

- worry I will lose my checked bag
- assume my checked bag will be thrashed again
- wonder what the white powder was on my bag
- keep my expensive medical device with me
- make sure my guitar is not damaged in baggage
- carry on computer, camera so it’s not stolen

**checked bag because**

- check things I can’t get through security (beer)
- check bulky gifts, poster, scuba gear
- avoid rolling bag through connecting airport
- realize picking up checked bag only adds 5 min.
average per day:
332,982 carried on bags:
192,878 keep my precious things with me
99,123 quick exit + all I need for trip
40,981 worry my bag will be lost/damaged

209,548 checked bags:
78,098 know it won’t make it through security
55,652 avoid inconvenience in terminals
48,477 combined family bag
27,321 bring all the things I will need
“find out the customer needs”

“so we’re not operating on intuition, but on real data”
user = a person with a relationship to your org
marketing segments

Lily & Ken
Lower Grade Point Average (Less serious)

Robert
Higher Grade Point Average (Academic)

Georgia
Older Student (Lots of other life experience)

Michael
Low-Income (Worried about how to get in & stay in)

behavioral segments

Passionate About the Topic

Look Forward to the College Experience

Means to an End

Exploring Paths
A Better Life

Growing up, I saw the struggle my mom went through—finding a job, searching for places to live that we could afford, putting everything into her job for years only to be let go because her boss was paranoid. We lived with my grandparents after that, because Mama was a broken person. I wanted her to feel better, so I offered to do work around the house for grandma so that Mama wouldn’t feel so guilty about staying there. Then I got a job and my own place, and life happened. And as it often does, life got tough. I had to move back in with my grandparents. I was depressed, but my cousin was there for me. He said I could do better. So his encouragement and my experience with my mom made me determined to change things for my generation of the family. I don’t have a lot of time during the day, so I was happy to find out the classes I wanted to take are offered at night, when my family at home can take care of each other. My cousin is always checking in with me, inspiring me and keeping me confident. Right now I’ve been thinking about which degree to get—which one will have the most job prospects when I graduate. With a college
some examples
We need to write “stickier” instructions that will truly change end-user health behavior.

Empathy showed us how people trying to lose weight lived with completely different situations. We decided we had to produce content unique to each of the three groups to be effective.
Gaining weight. Feeling stuck. It’s easy to give up and just accept the way things are. But you don’t have to. Find a new approach to food and exercise. Learn how stress is connected to your weight. And get around the things that get in your way.

**Lessons**

Choose a lesson to get started.

**Emotions, Stress & Food**

- Try to ignore my weight
- Give Up Trying to Lose Weight
- Feel Powerless to Lose Weight

**Thoughts & Self-image**

**Feeling Stuck**

**Exercise Your Way**

**Eating Habits**

**Start »**  **Start »**  **Start »**  **Start »**
Simple healthy changes will help you lose weight and keep it off.

You lose a few pounds. Then you gain it back, again and again. There's a better way. Tips for healthy eating. Easy ways to work exercise into your day. Help with the things that trip you up. Get the tools and information you need to reach your healthy weight and stay there.

**Lessons**

Choose a lesson to get started.

- **Making Diet Programs Work**
- **Barriers and Slip-Ups**
- **Eating Right**
- **Food Habits**
- **Getting Active**

**Start**
The Inconsistent

You know how to lose weight. Here’s how to make it stick.
You get busy. You get sick. Your family needs you. Normal life can throw off the best plans for weight loss. But if you’re ready for setbacks, they won’t stop you. Tips for eating out, planning meals at home, beating stress. You can put it all together, with a little help.

Lessons
Choose a lesson to get started.

- Eating In
  - Start »

- Eating Out
  - Start »

- Slipping Up
  - Start »

- Beating Stress
  - Start »

- Reaching for Your Goal
  - Start »

- Staying Active
  - Start »
The most interesting aspect for me is how we position content and choose stories based on the mental models. By writing content that aligns with needs and motivations, we can get higher click-throughs and more conversions.
Talk about the characters writing the book for me, I needed a scorecard to keep up with them!

Matchseeker
Pulsetakers
Active Supporter
Prideful Belonger
We wanted to improve our services, but we had no budget. We interviewed library patrons during our lunch hours, and built this model in our spare time.
There are words patrons use that we didn’t think of like, “check family account.” There were also words they use differently than how we mean them as librarians, like “inter-library loan.” Even this small bit of knowledge gives us opportunity to design new services.

Confusing Jargon?

Only a few people used the phrase Inter-library loan in the same way we use it. Many people used the phrase Inter-Library loan to refer to getting a book from another branch.
I walked out of the library and saw people sitting on the ground accessing the wi-fi after the library had closed. I had the idea that we could put a bench in front of the building for them. Before this research, I doubt I would have thought about those customers.
Using the findings and revised audience segments, we have begun to revise our social marketing and information/service delivery strategy to better align with the language and behaviors of employers.
where does the funding come from?
Budgeting for customer experience vs. advertising

$30 million. According to a news story I came across, that’s the amount one company is spending, just on an ad campaign, to attract online visitors to their poorly designed site. It’s pretty clear that the investment will be mostly wasted. The company’s customer experience is sorely lacking online, yet leadership has so far declined to make any significant investment to fix it. But...

<table>
<thead>
<tr>
<th>Amount</th>
<th>For</th>
</tr>
</thead>
<tbody>
<tr>
<td>$25,000,000</td>
<td>Driving people to the website</td>
</tr>
<tr>
<td>$20,000</td>
<td>Customer experience (what happens when they get there)</td>
</tr>
</tbody>
</table>

So a good chunk of every dollar the company earned went to sending potential customers to have a bad experience. A tiny percentage of those people would have been customers if they had a better experience.
do not insert into the production cycle
You’re not doing this to build a service.

You’re doing this to figure out which service to build.
I’m looking to fund a project that will help with the direction of this organization. I want to know whom to approach.
how a study like this works
decide which subset of your audience to explore and which of their purposes to understand
one-on-one listening sessions
transform transcripts to mental model diagram
Sticky notes won’t cut it; they don’t convey the depth or nuance of the data.
combing & summaries

Identify and untangle the concepts a person mentions, then re-state each concept in a clear way so you won't have to re-understand them later on.

(Since this data does not go stale, you will be re-encountering these concepts for years as you use and add to the data set.)
<table>
<thead>
<tr>
<th>Summary</th>
<th>ID</th>
<th>Quote</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feel shocked because this tall guy was suddenly in my face, shoving</td>
<td>102</td>
<td>grabs and shoves me by my neck and knocks off my glasses. He was screaming that he was going to beat the crap out of me or some such. He was totally in my face (and about four inches taller than me). Jesus.</td>
<td>Reaction</td>
</tr>
<tr>
<td>Make sure he isn't armed</td>
<td></td>
<td>I turned to face him—maybe to make sure he wasn't armed?</td>
<td>Thinking</td>
</tr>
<tr>
<td>Feel grateful I wasn't hurt, physically, because it could have been</td>
<td>102</td>
<td>I wasn't hurt; just wanted to get home at that point. ... Physically, I was absolutely fine. Just a thumbprint on my neck. Emotionally, I think I was all right, just a bit shaken up. I'm grateful that I wasn't hurt ... I'm grateful that I wasn't hurt.</td>
<td>Reaction</td>
</tr>
<tr>
<td>Feel surprised I'm not taking his rage personally perhaps because it</td>
<td></td>
<td>Oddly, I'm not taking it personally. Though my person was very much involved, clearly he didn't know me, and clearly I hadn't wronged him. I was just, in a sense, in his way. Luck of the draw.</td>
<td>Reaction</td>
</tr>
<tr>
<td>Feel annoyed the driver forced me out of the crosswalk, even though</td>
<td>102</td>
<td>a driver pulls into the crosswalk, even though I had the walk signal, forcing me to cross behind his car.</td>
<td>Reaction</td>
</tr>
<tr>
<td>Remind awful drivers that we pedestrians exist so they will driver</td>
<td>102</td>
<td>drivers are often awful at respecting pedestrians' safety, and I like to think that reminding them that we exist isn't a bad idea. ... I said out loud, “Thanks.”</td>
<td>Thinking</td>
</tr>
<tr>
<td>Keep the situation from escalating by using a calm tone of voice and</td>
<td>102</td>
<td>I'm surprised and relieved that my instincts served me as well as they did. I can be a hothead myself, as my wife will attest. It was really just the instinct of “get the f-ck out of here ... managed to keep my tone calm.</td>
<td>Thinking</td>
</tr>
<tr>
<td>Wonder what drives the kind of anger that causes a person to strike</td>
<td>102</td>
<td>While lying in bed sleepless much of the night, I kept thinking about that rage ... The rage itself? I keep wanting to modify it with the word &quot;powerless&quot;. If a person is so angry and absolutely must strike out violently at an absolute stranger, what drives that? Some sort of desperation, I gather.</td>
<td>Thinking</td>
</tr>
<tr>
<td>Try to process the experience by thinking and writing about it</td>
<td>102</td>
<td>trying to process the whole experience ... (writing here helps as well). ... Talking and writing really helps</td>
<td>Thinking</td>
</tr>
</tbody>
</table>
Find affinities between the summaries across participants, based on the intent the participant has in mind, let pairs grow into bigger piles ... and possibly split or switch allegiance; start to label the piles as they seem to stabilize ... and these become the towers in the diagram.

(Warning: It is easy to fall into the trap of finding affinities based on a thing/noun. Make sure your affinities are based on the intent of the participant.)
<table>
<thead>
<tr>
<th>Wonder what the other person involved was thinking</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Attempt to see things from his point of view, as someone who does not do flip turns</td>
<td>101</td>
</tr>
<tr>
<td>Wonder what drives the kind of anger that causes a person to strike out violently at a stranger</td>
<td>102</td>
</tr>
<tr>
<td>Try to think what was going through the young man’s mind at the time</td>
<td>117</td>
</tr>
<tr>
<td>Realize based on her story, the guard was paying attention but made an assumption</td>
<td>101</td>
</tr>
<tr>
<td>Assume the guy who jumped in the deep end could swim, because an adult would be smarter than that</td>
<td>123</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Imagine how the person who did this wasn’t paying attention</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Feel frustrated that the driver and occupants of the work vehicle appear to have no idea the damage they caused me</td>
<td>117</td>
</tr>
<tr>
<td>Imagine the young guy was not paying attention because he was listening to music as he drove his truck fast</td>
<td>117</td>
</tr>
<tr>
<td>Feel angry replaying the scenario from his eyes and seeing myself in the middle of the lane on my back, clearly unaware of him</td>
<td>101</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Think about what would have happened if</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Imagine that if he was armed, he would have shot or stabbed me</td>
<td>102</td>
</tr>
<tr>
<td>Imagine what would have happened if I had been 10 steps behind</td>
<td>109</td>
</tr>
<tr>
<td>Imagine what would have happened if I had turned into the crosswalk immediately or been five steps ahead of myself</td>
<td>117</td>
</tr>
<tr>
<td>Imagine what would have happened if the truck driver hadn’t been paying attention</td>
<td>123</td>
</tr>
<tr>
<td>Imagine how horrible it would have been if he’d drowned while I was watching</td>
<td>123</td>
</tr>
<tr>
<td>Feel chilled how close my son had been from having a reaction to the peanut butter</td>
<td>105</td>
</tr>
<tr>
<td>Feel terrified when I imagine that freeway driver not paying attention for a second or two, and causing an injury accident</td>
<td>110</td>
</tr>
<tr>
<td>Try not to drive myself crazy thinking of scary scenarios like these where I have no control over damage or injury</td>
<td>117</td>
</tr>
</tbody>
</table>
Walk normally, even though I'm late, so if the guy decides to 106 I was about to be late, but I was almost there. So I slowed to a
Get people in the train car to look up by making a crinking sound 107 I crinkled the plastic water bottle because it's a nice, distractin
Find out if anyone was hurt

Feel relieved I was / others were not hurt
Feel grateful I wasn't hurt, physically, because it could have 102 I wasn't hurt; just wanted to get home at that point. ... Physica Reaction
Feel relieved that my son seems fine and is wiggling on my lap 105 And it did! Half an hour later, he was starting to wiggle in my la Reaction
Feel thankful no one got hurt and there was no damage 112 I felt really thankful that no one got hurt. There were no other Reaction
Feel lucky not to have swerved because the deer that came 114 So there was a series of things. First, I actually hit a deer ... in a Reaction
Feel lucky the tire bounced entirely over my car, since it is a 114 it bounced in front of me, then clear over my car and landed in Reaction
Feel lucky I saw the stopped car in my lane early enough to 116 someone was stopped in the first lane of the highway, and I w Reaction
Feel grateful that the tempered glass windshield saved me 117 Boy am I glad for tempered glass. If this had happened 50 year Reaction
Feel grateful that my husband is such a good driver that he 120 We had all five kids in the car. A black car came across the cen Reaction
Feel lucky that my husband was there to catch our daughter 121 My daughter was two, and I was carrying her in one arm, with Reaction
Feel relieved that my daughter had stopped crying because 121 she had stopped crying, so she wasn't hurt that bad ... I looked Reaction

Worry I might have hurt someone
Feel worried about the possibility the person I rear-ended is 116 I was so upset at the time, about rear-ending the car in front o Reaction
Feel scared I'm in trouble because I hurt my sister with the st 122 When she screamed, I thought, Oh no, I am in deep trouble. Reaction

Reassure people I am not hurt
Reassure my brother that he didn't hurt me 104 I stepped back and said, “All right. Everything's fine.” Thinking
Reassure my wife that I'm okay, not hurt by the planes 109 I also realized I need to call my wife and let her know I'm okay Thinking

Feel relieved it's over

Spend some time getting the adrenaline out of my system
Try to calm myself down from the anger and shaking 101 I tried to calm myself down by concentrating on my freestyle s Reaction
Shake with adrenaline for a while after I stopped at the bott 112 Being scared comes after the fact ... After the car stopped at t Reaction
Breathe deeply for a while in the parking lot to calm down 119 parked in the lot, and breathed deeply for a long while Reaction
Stay in right hand lane behind semi, gripping the wheel, for th 123 after I got over, I stayed in the right hand lane instead of the le Reaction

Feel grateful to the person who helped me get out of the dangerous situation
Realize that my husband's absorption in driving is what saved 120 He replied, “I'm thinking about driving.” So when the black car Thinking
Feel grateful the semi-truck driver is paying attention and slo 123 I heard a honk, and I looked up. There was a semi-truck, and h Reaction
Praise the woman's rescue directions, since she sounded con 124 She was happy to have a chance to practice in a real situation. Thinking
the 1:10 ratio

listening session: 1 hour
forging deep understanding: 10 hours
support them in their shoes: timeless

pre-pass: after listening sessions, go through transcripts collecting insights to appease those badgering you

lightning-quick: start with written essays, comb & write labels (rather than summaries), arrange into towers
support them in their shoes

Consider the data in relationship to your organization's current needs and use the resulting insights to:

a) support the thinking & philosophies of the person
b) create different experiences for people whose philosophies differ enough
c) employ the language & purposes of the person instead of exposing the language & features of the system
d) compete based on intrinsic value in people’s lives instead of solely monetary value
It begins: tomato season. (Three monster bushes, plus five babies and four volunteers. Yikes! I think I need to learn how to can tomatoes this year.)