

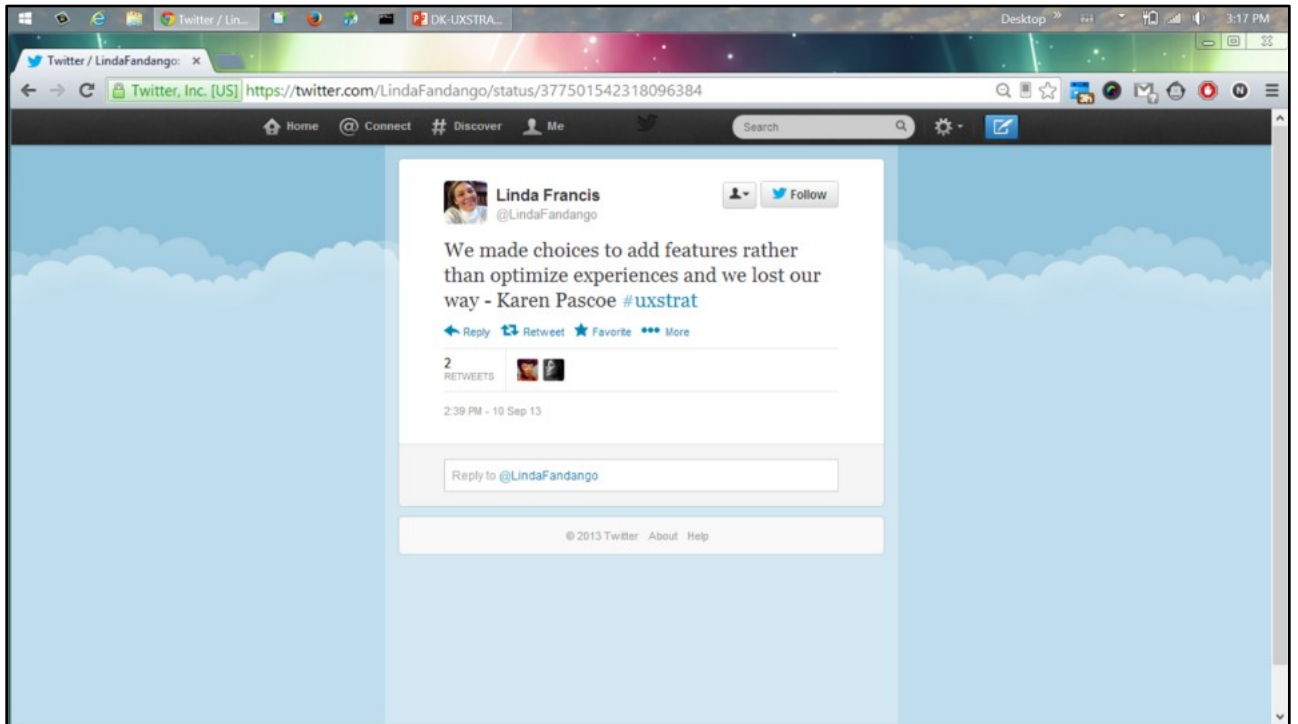
# DETERMINING WHAT GOOD MEANS



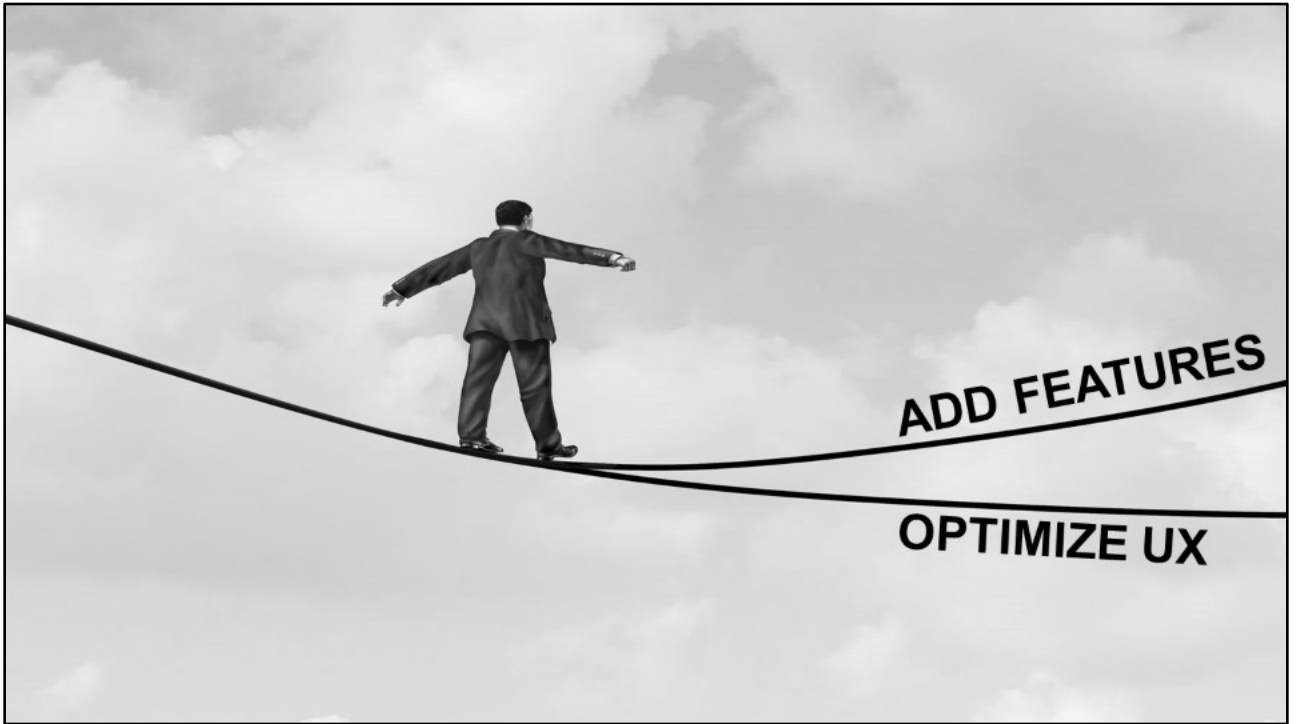
Presented by Dan Klyn from



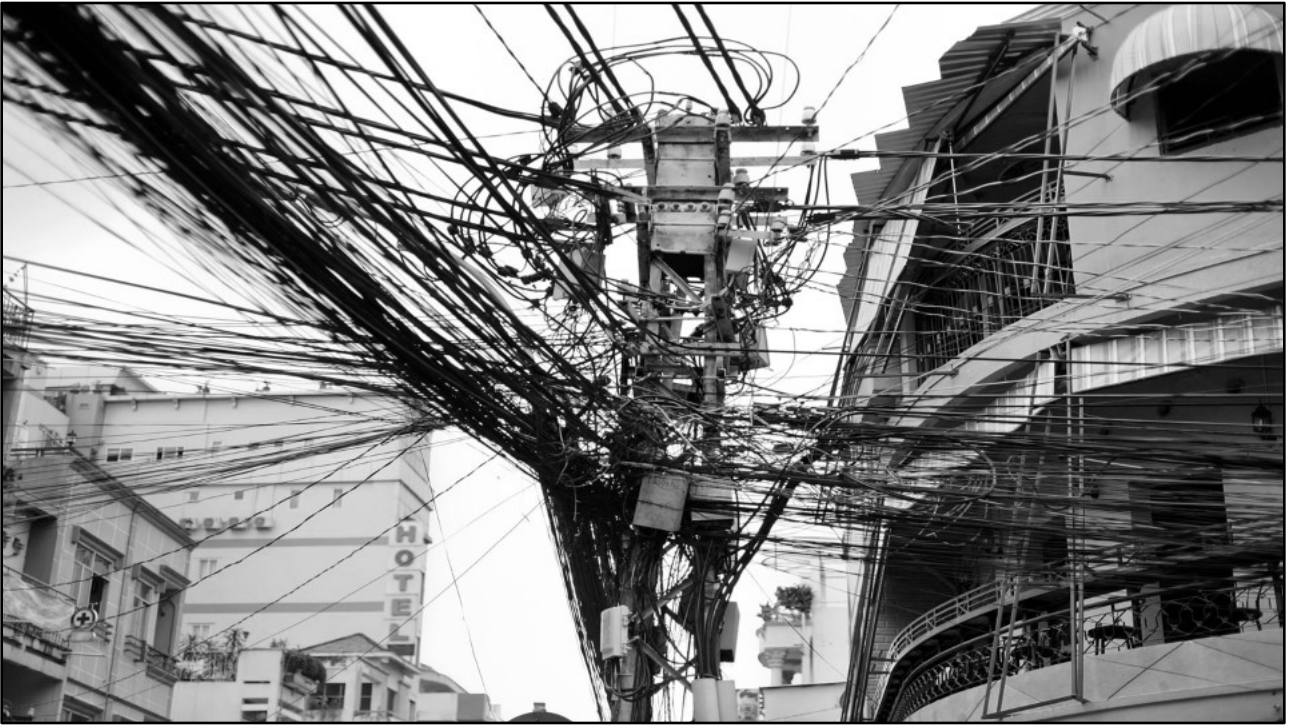
- **Good morning**
- **My name is Dan Klyn and I'm here to talk about what good means, and to introduce you to a tool for determining what good means for your product or service**



- **The story Karen Pascoe shared with us yesterday about her experiences at PayPal is one that many of us can identify with : the team made some choices, and after those choices are implemented we watch in horror as the thing goes off the path and “we lose our way”**



- **Wouldn't it be marvelous to understand what "good" means before we act? Before we make choices in implementation that cause us to lose our way?**



**I say yes. Especially given the complexity of the products, services and experiences we're working on today.**



**In the same ways that the work we do today and the choices we're facing are more like hundreds of snarled wires than simple forking paths, the ways we're working with stakeholders today aren't simple either. The image of the architect and the client gazing together into a blueprint and watching the building go up just like they'd planned....**



**More often than not in our work at TUG the “client” is a grand group of 10 or 11 people with unevenly-distributed authority and widely-diverging interests, needs, and incentives. And they’ve all got their own notions of what good means**



**When you interview them all individually**



**And then get out the note cards and post-its to map the affinities and look for patterns**



# Optimize vs Add

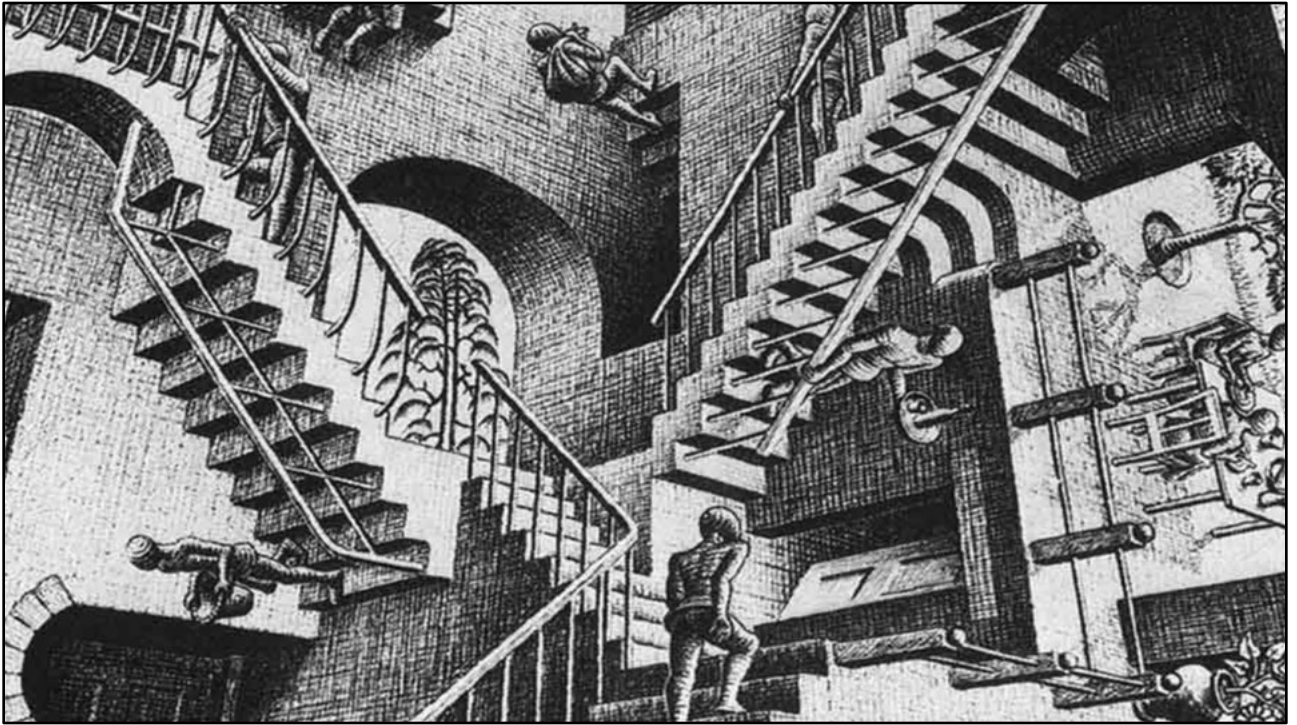
TUG The Understanding Group

**The data doesn't give you a clear picture of what good means.  
The data give you what seems to be a bunch of zero-sum  
games.**

# Acquire vs Service

# Registered vs Guest

# Engagement vs Conversion

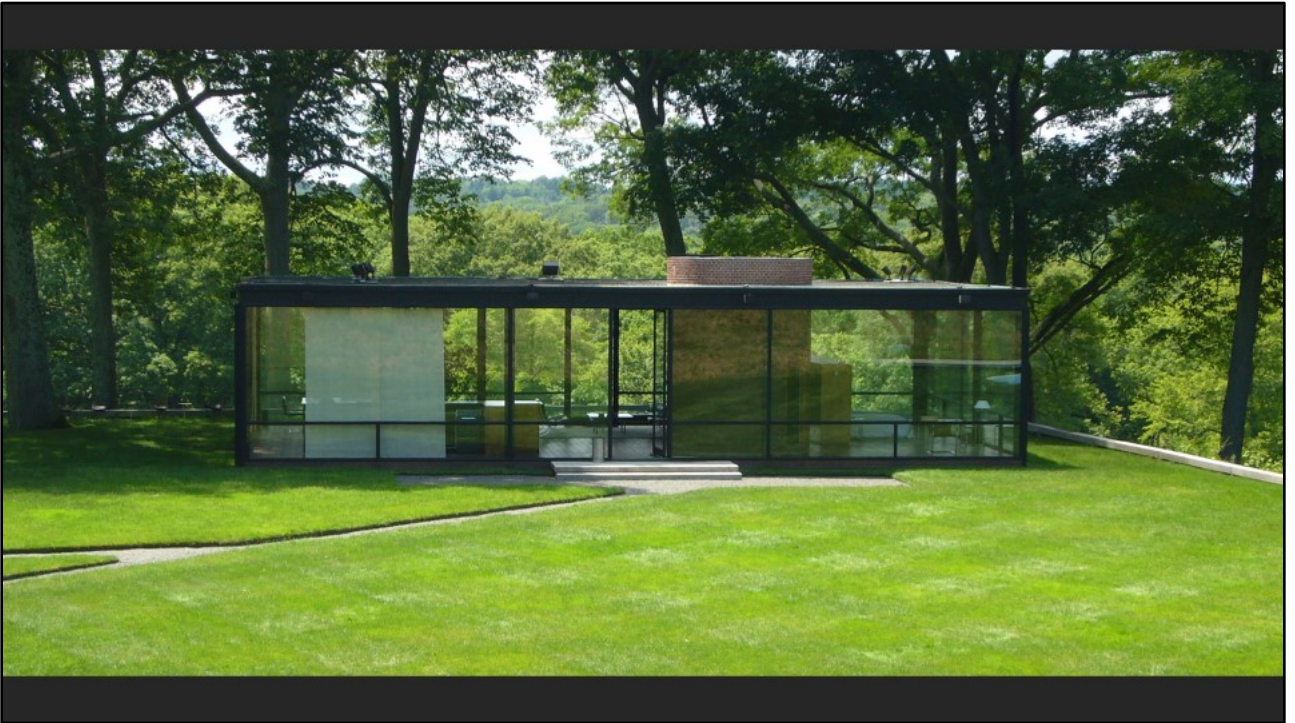


**If we could just ignore the laws of physics, we could build something good even in the face of these complexities and contradictions**

# VS

TUG Understanding Group

**But we're not that powerful. We're not exempt from physics. And as long as we're talking about what good means in the term of "versus", as a nested series of zero sum games, simplifying the complexity and contradiction of how people actually are ...**



**That reductive, either-or approach can yield simplistic and beautiful and fragile structures. But not a building that 11 “deciders” with wildly varying needs and authority and points of view could live and thrive in.**

# YET

**TUG** The Understanding Group

**So, the tool I'm proposing to you today for determining what good means... starts with one word. YET.**



# Optimize YET Add

TUG The Understanding Group

**PayPal's conundrum... what if instead of either/or, we said "yet". That we will add some new features YET we will also do a certain degree of UX optimization.**

# Acquire YET Service



**For most of the products and services we've worked on at TUG and I suspect at PayPal too, it'd be a disaster if we had to reduce our ability to talk about what good means into a zero sum game of new customer acquisition vs. servicing the existing customers. We retain the complexity and contradiction of stakeholder intention here if we pivot from VS. to YET**

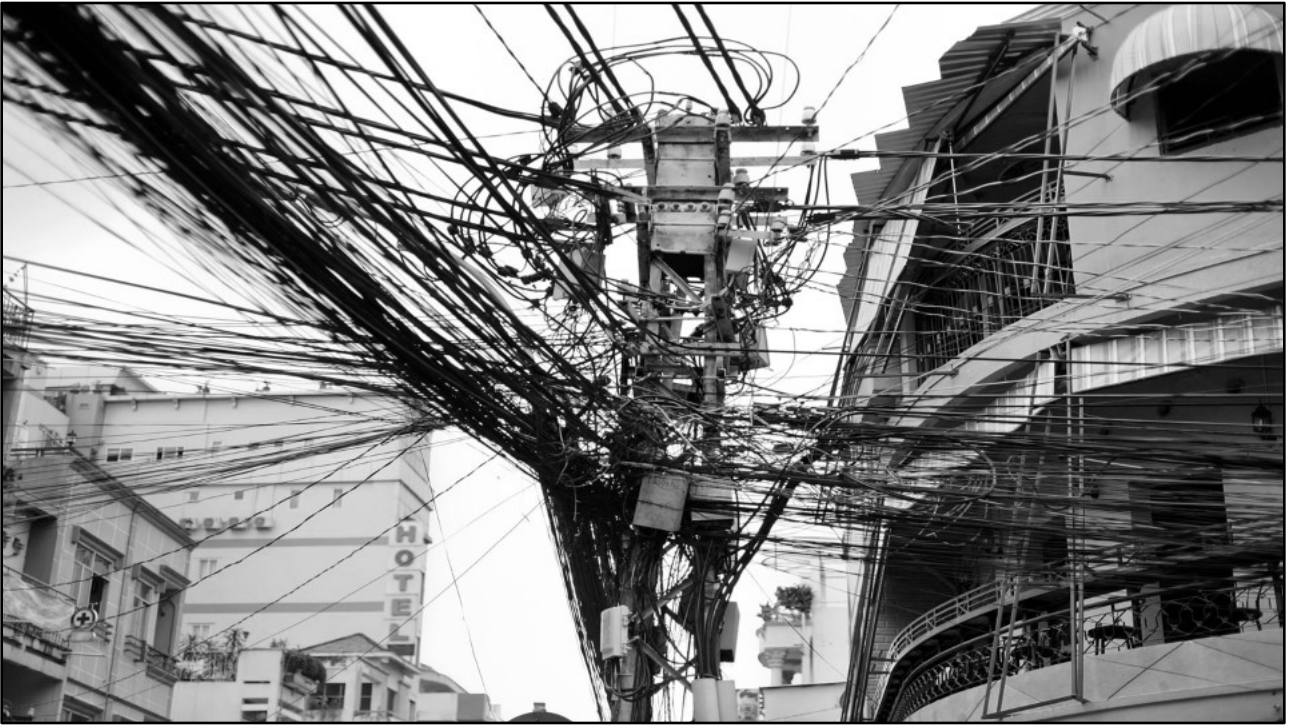
# Acquire

# Service

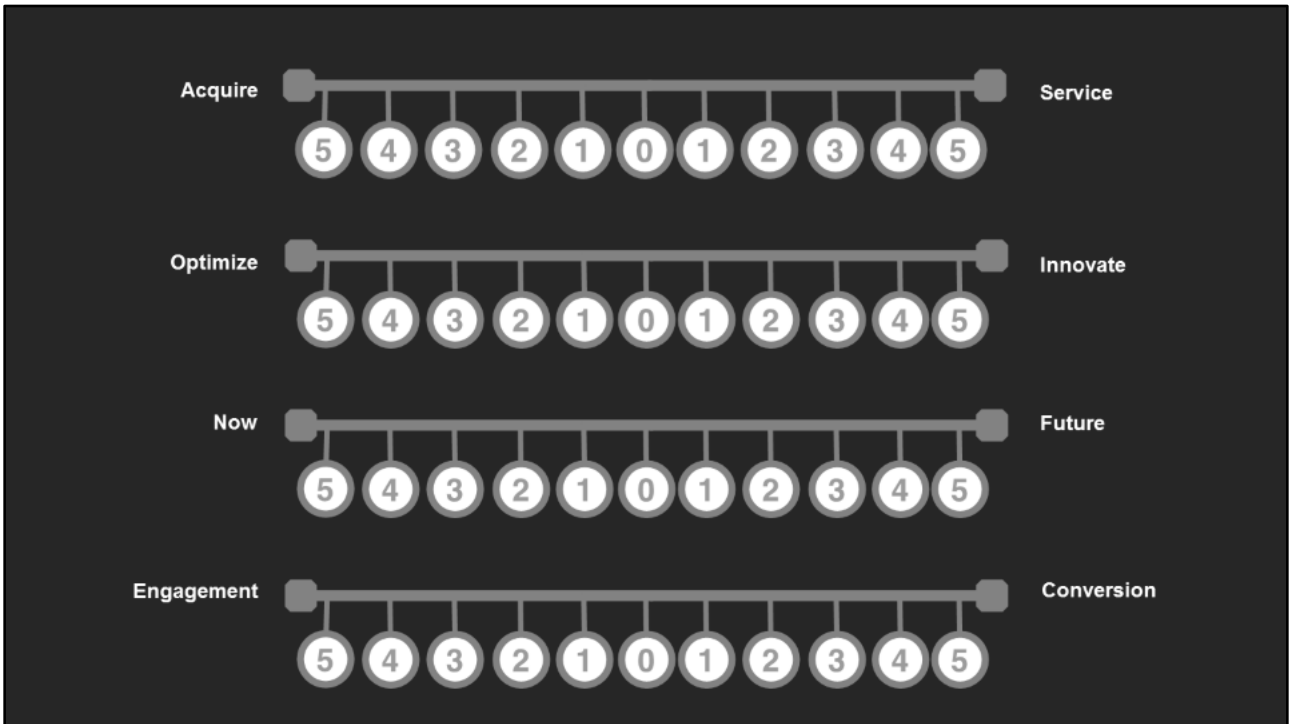


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**That's the beauty of this tool that we call Performance Continuums. It allows for a deeply nuanced way of talking about what good means, and for modeling the intent of a big, mixed group of stakeholders. We take these seeming zero-sum games and spread them out on a continuum. What "good" means is indicated by a point on the continuum.**



**And because of how messy the world actually is, because of how messy people actually are, this tool works best when you stack up performance continuums and consider them in relation to one another.**



**The indication of what good means on the Acquire/Service continuum has to be reconciled with the indications made on all of these other continuums. In this way the particulars of what good means in one dimension can be considered in the context of the 15 other dimensions that speak to stakeholder intention for the project.**

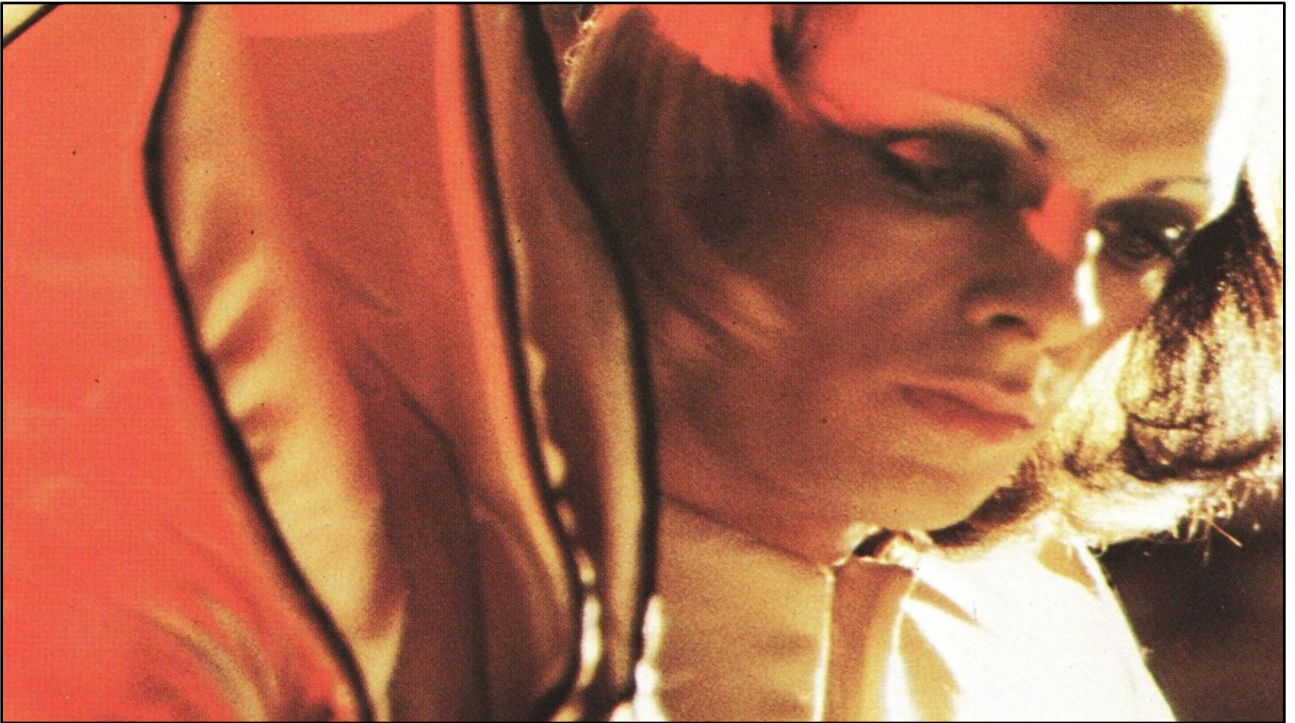
# Goth

# Punk



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**The tool can be used both heuristically, to make an assessment of where we're at today (blue) and also strategically/directionally, to indicate where we intend to be after the execution of our tactics.**



**The British musician Brian Eno uses a framework that's akin to performance continuums in some of his critical writings about art and culture, and he calls the points on these continuums "cultural addresses".**

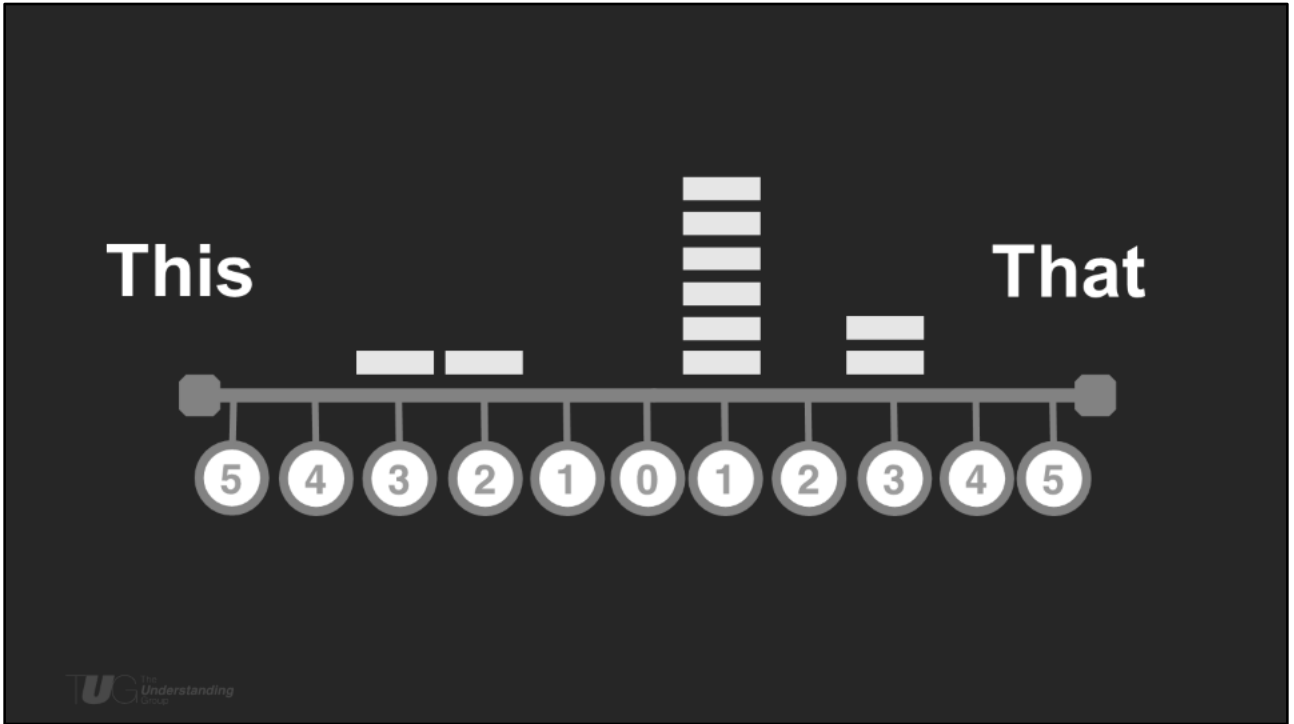
Whenever a duality starts to dissolve, those who felt trapped at one end of it suddenly feel enormous freedom – they can now redescribe themselves. But, by the same token, those who defined their identity by their allegiance to one pole of the duality (and rejection of the other) feel exposed. The walls have been taken away, and the separation between inside and outside is suddenly gone.

**This can create wide-scale social panic...**

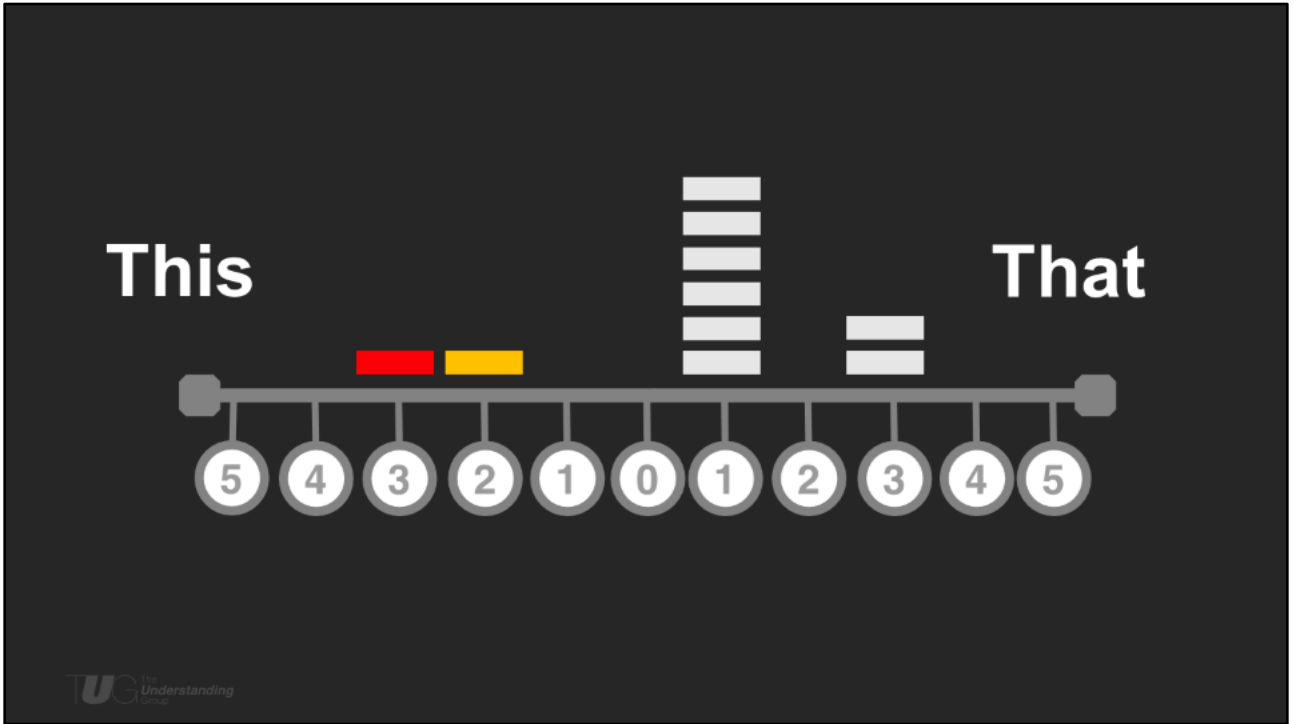


AXIS THINKING ( excerpt from Brian Eno's diary ) 1995-2005





**When working with a large group of stakeholders to model their intent and determine what good means with performance continuums, one of the tactics we've used is to anonymize the data we gather. And something we've learned along the way is that going with the statistical averages of stakeholder intention on a given continuum isn't always or even often what good *actually* means**



**When the HPPO and 2<sup>nd</sup> HPPO diverge significantly from where everybody else is at, and if we think of these points on the continuums as “cultural addresses” ... what we can see in this example is that in order for the stakeholders to agree on what good means, the culture of the organization has to change.**



**This innocuous-looking strip of numbers can shine a bright light on the as-is culture of the organization, and the degree to which the culture needs to change or progress in order for them to be capable of indicating what good means.**

## TIPS FOR USING PERFORMANCE CONTINUUMS

- *don't: settle for OR*
- *do: embrace YET*
- *do: use grammatical symmetry*
- *don't: use true opposites*
- *do: sort continuums into similarly-granular clusters*
- *don't: start sorting and narrowing too soon*



a way of thinking  
in which **the aim is** not to make  
something look good  
but **to make it be good.**

- Richard Saul Wurman

# THANK YOU

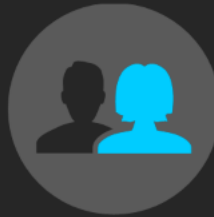
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# TUG The Understanding Group



We understand your  
**BUSINESS**



We understand your  
**AUDIENCE**



We facilitate your  
**UNDERSTANDING**