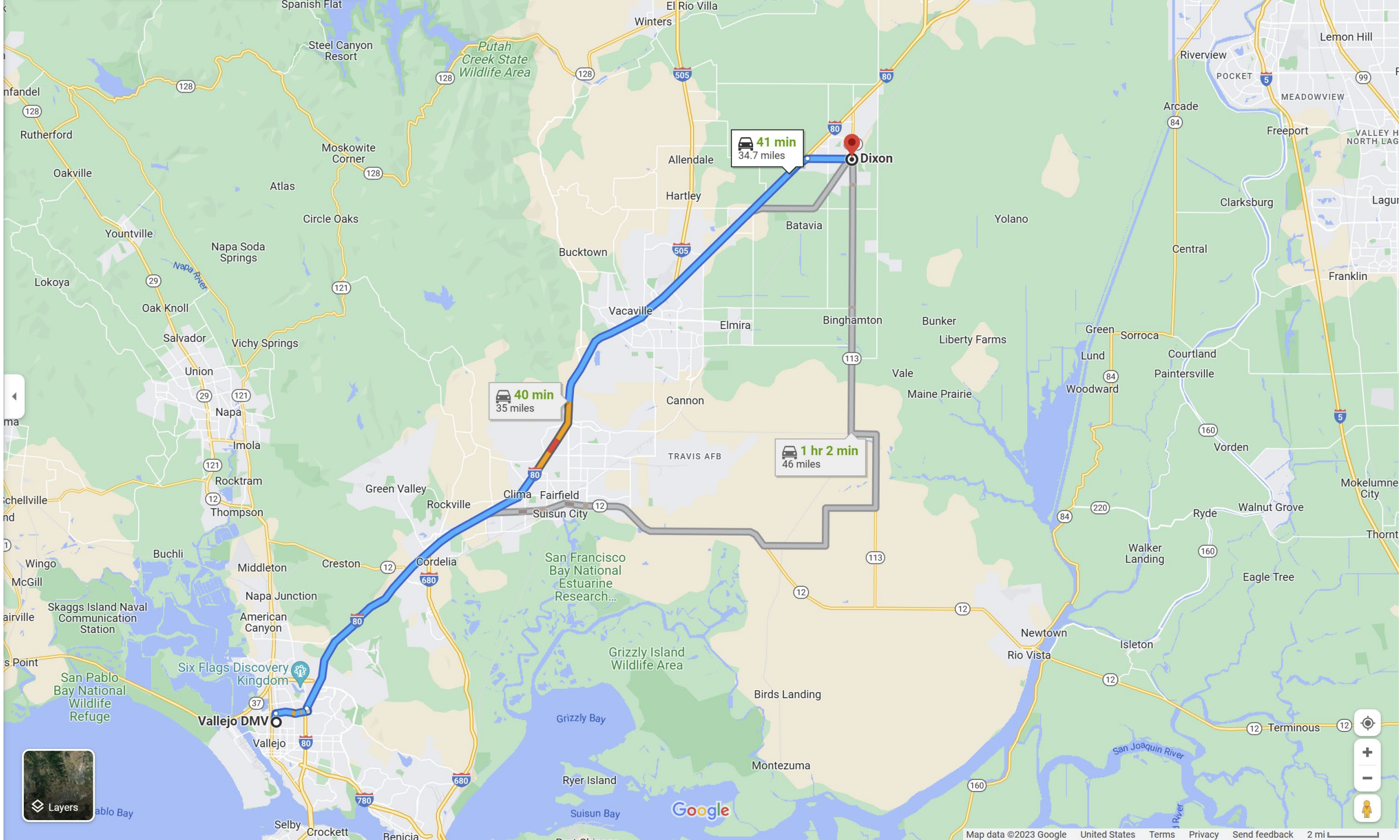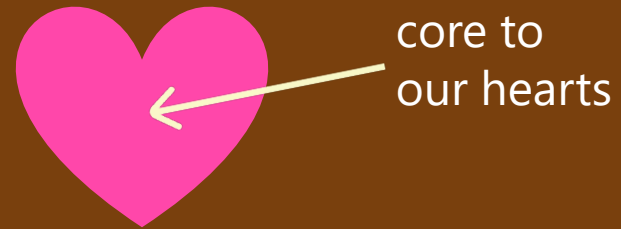Indi Young | **INCLUSION THROUGH LISTENING**

How to Create & Measure Inclusive Design Strategy

Indi Young

many of us got interested in UX design & research because
we saw people having trouble and wanted to

make it better

core to
our hearts

1

systematically, intentionally address the harms we cause

this person is unsupported

I was angry. **I just paid $6 to watch some of the 200 DirecTV television shows for the flight, then all there was available was 3 movies.** The flight attendant said I should have read that the **television isn't available over the ocean.** I was so angry, then she told me to take it up with DirecTV!

FUTURE ETHICS
CENNYDD BOWLES

Mismatch
How Inclusion Shapes Design
Kat Holmes
foreword by John Maeda

WEAPONS OF MATH DESTRUCTION
HOW BIG DATA INCREASES INEQU
AND THREATENS DEMOCRAC
CATHY O'NEIL

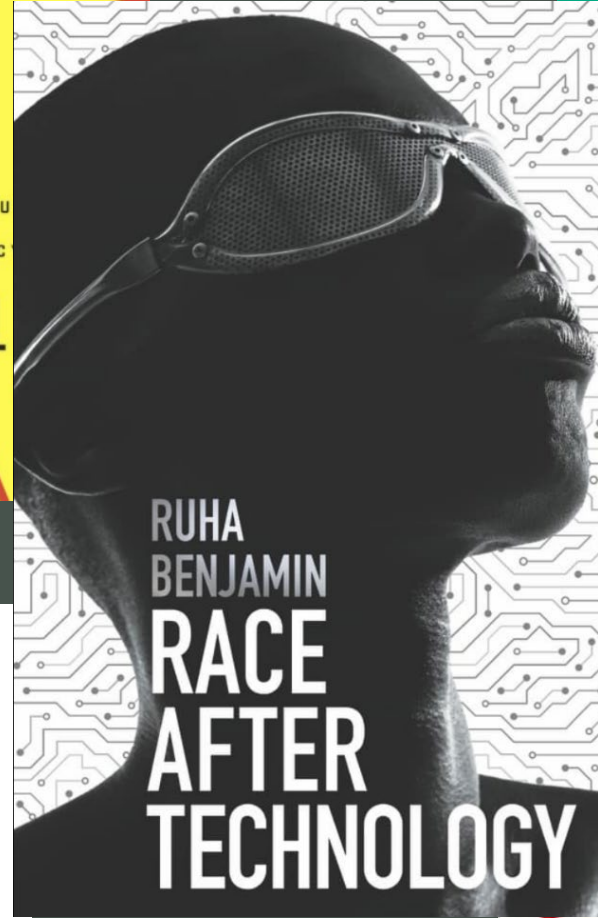DELIBERATE INTERVENTION
Using Policy and Design to
Blunt the Harms of New Technology
by
ALEXANDRA SCHMIDT

Ruined By Design

these authors explain it with examples
from their research & lived experience

COMPASSIONATE DESIGN

A BOOK APART 37
Eva PennyMong
DESIGN FOR SAFETY

A BOOK APART 33
David Dylan Thomas
DESIGN FOR COGNITIVE BIAS

A BOOK APART 32
Senongo Akpem
CROSS-CULTURAL DESIGN

A BOOK APART 18
Eric Meyer &
Sara Wachter-Boettcher
DESIGN FOR REAL LIFE

A BOOK APART 5
Aarron Walter
DESIGNING FOR EMOTION

RUHA BENJAMIN
RACE AFTER TECHNOLOGY

SARA WACHTER-BOETTCHER

"If a book on design in the
technology industry ever deserved a
standing ovation, this one is it."
—JOHN MAEDA,
author of The Laws of Simplicity

TECHNICALLY WRONG

INCLUSION THROU 6

how does a solution measure up?

different levels of harm

CAUSE A PERSON TO BE/HAVE/FEEL

mild	serious	lasting	systemic
confused	interrupted	lost productivity/work	unequal access
frustrated	triggered	lost money	unequal cost
annoyed	misleading info	propaganda/conspiracy	unequal arrest
pestered	wasted time	hatred/rage	unequal prison
	self doubt	diminished reputation	unequal law
	shame	criminal attack	unequal districts
	unwelcome	physical attack	
	threatened	injury/death	

2

include a greater variety of thinking styles

a person is focused on their purpose, not your solution

problem space

inner thinking   emotional reaction   personal rule

person

purpose: take care of my parent as they recover from a broken hip
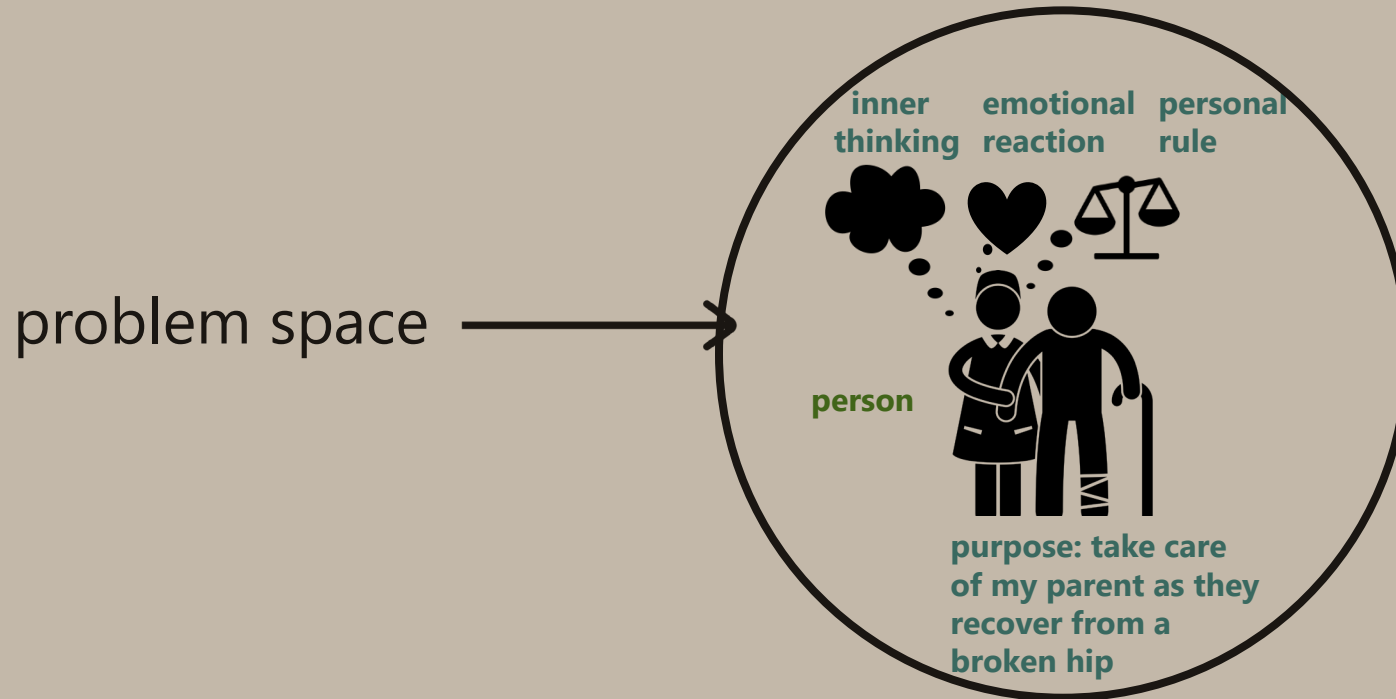
a person's purpose is any of these

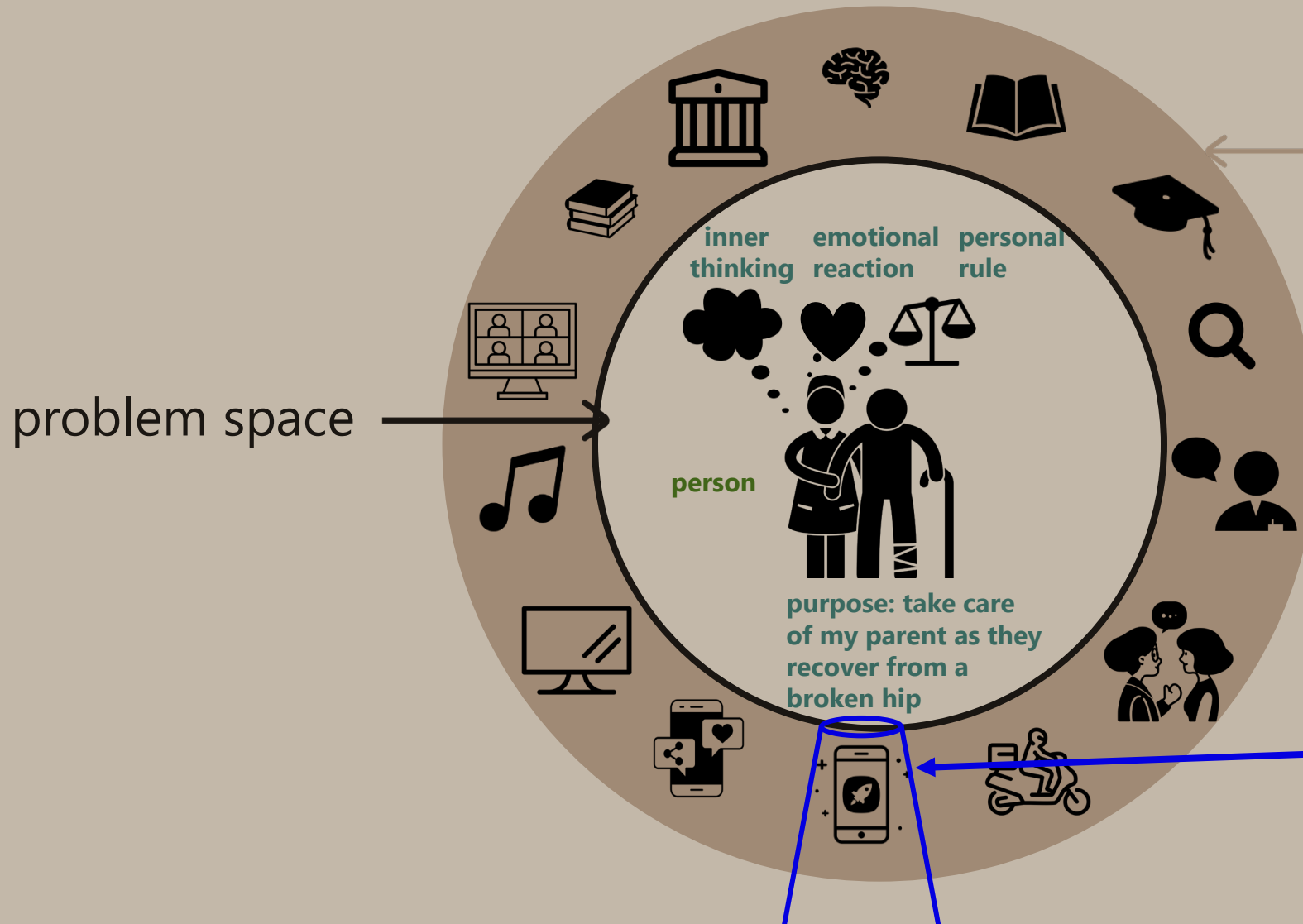their aim, intent, objective, goal
what they want to accomplish, achieve
what they try to make progress on
something they address, plan, decide, or ...
procrastinate, put off, avoid, pause over, etc.

during: an hour, week, year, decade, or lifetime

a person is focused on their purpose, not your solution

solution space

all sorts of tools the person brings to bear on their purpose
- manual tools
- social tools
- mental tools
- mechanical tools
- service tools
- digital tools, etc.

problem space

inner thinking   emotional reaction   personal rule

person

purpose: take care of my parent as they recover from a broken hip

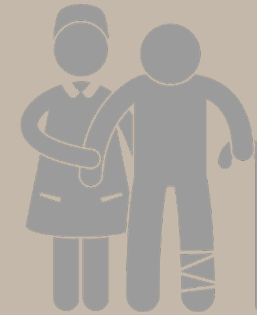lens of the solution: narrow picture of people constrained by your org's existing solution

thinking styles: contextual approaches, thinking & personal rules applied to addressing a purpose

push past resistance

give dignity & agency

avoid the stew

demographics-free* archetypes representing various philosophic approaches to a purpose

find your next focus:

matrix thinking styles with market segments

Thinking Styles
(**file a claim**: auto or home insurance)

Buying Segments
(**purchase an insurance policy**: auto or home)

Buying Segments	Let This Be a Lesson	Troubled About It	Downplay It
Good Record Discount Seeker	✓		
New Record, Poor Record		✓	✓
Elevated Risk Circumstances		✓	
Extra Protection Seeker			✓

3 seek, respect & support a variety of approaches

Employers and Disability in the Workplace

MENTAL SPACE GROUP
Improve Workplace Diversity

MENTAL SPACE GROUP
Recruit, Assess and Hire New Employees

MENTAL SPACE GROUP
Manage Employees

MENTAL SPACE
Improve Workplace Diversity

MENTAL SPACE
Recruit for Open Positions

MENTAL SPACE
Assess Candidates for Open Positions

MENTAL SPACE
Hire New Employees for Open Positions

MENTAL SPACE
Develop Employee Skills and Awareness

MENTAL SPACE
Monitor Employee

thinking styles
(icons or colors layered on top of windows; showing 3 thinking styles in this diagram)

Improve Workplace Diversity

Recruit, Assess and Hire New Employees

Manage Employees

Improve Workplace Diversity

Recruit for Open Positions

Assess Candidates for Open Positions

Hire New Employees for Open Positions

Develop Employee Skills and Awareness

Monitor Employee

Indi Young *Mental Modeling: Qualitative Mapping Audience Behaviors*, by V Malzer & S von Schrader, Cornell Employment & Disability, digitalcommons.ilr.cornell.edu/edicollect/1354/

INCLUSION THROUGH LISTENING   16

Decide how to fill our open positions

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- Decide to hire someone based on need

Decide whether to use non-competitive hiring tools

- Feel frustrated with the cumbersome and time consuming federal competitive hiring process
- Feel excited about filling positions quickly with non-competitive hires
- Feel excited about filling positions with diverse candidates
- Convince supervisors to use non-competitive hiring tools
- Worry that non-competitive tools have a negative impact on staff morale
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- Avoid non-competitive hiring tools because they create animosity among other employees

Think about my org's diversity recruiting goals

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- Think about target groups for diverse recruiting based on management's "passions"
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- Decide to recruit close to our loca-
tion

Advertise Positions

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Feel frustrated with trying to find diverse candidates

- Struggle to find diverse candidates
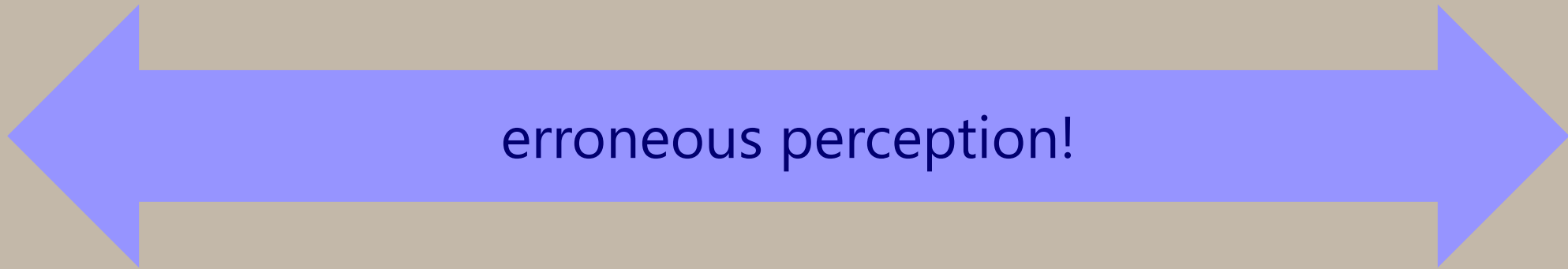- Struggle to find qualified candidates with disabilities
- Feel too busy to figure out how to find candidates with disabilities
- Wish there was one organization I could work with to get all of the candidates I needed with disabilities

4

methodically resist assumptions:

listening deeply, qual data synthesis
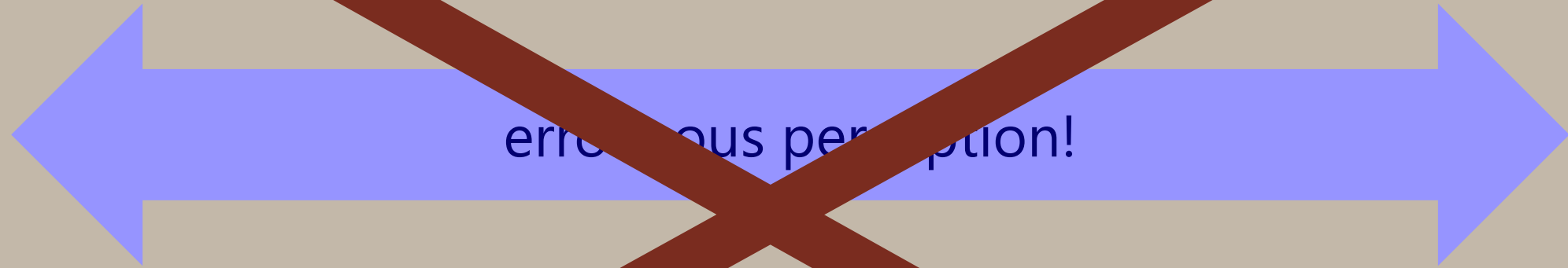
assumption: qualitative vs. quantitative

erroneous perception!

Qualitative
"subjective perceptions," a study with small sample size, anecdotes, equivocation

Quantitative
validated, solid, true, large sample, "definitive proof," "validate experiments"

**"I'm going to qualify that by saying I read it on the internet."**

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quant & qual studies measure different things

quantitative

subjective = perceived
(NPS, satisfaction survey)

quantity, amount, scale

empirical = verifiably observed
(cart abandonment, GPS trace)

qualitative
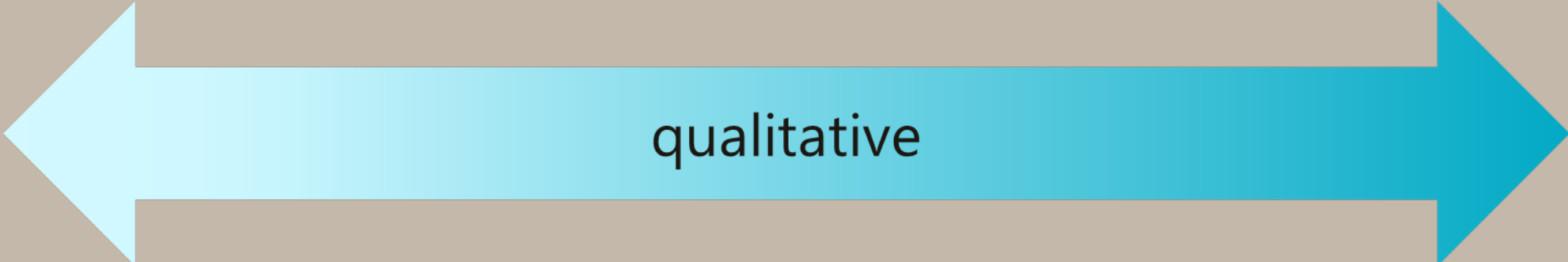
subjective = perceived
(stories, anecdotes)

patterns, regularities, differences

empirical = verifiably observed
(details of thinking in context)

Definitions thanks to many in the research field, including Sam Ladner, *Mixed Methods*

many valid types of empathy

1. emotional contagion (often mistaken for #4)

2. empathic distress

3. empathic concern (commonly called "compassion")

4. empathic listening (commonly just called "empathy")

5. cognitive empathy
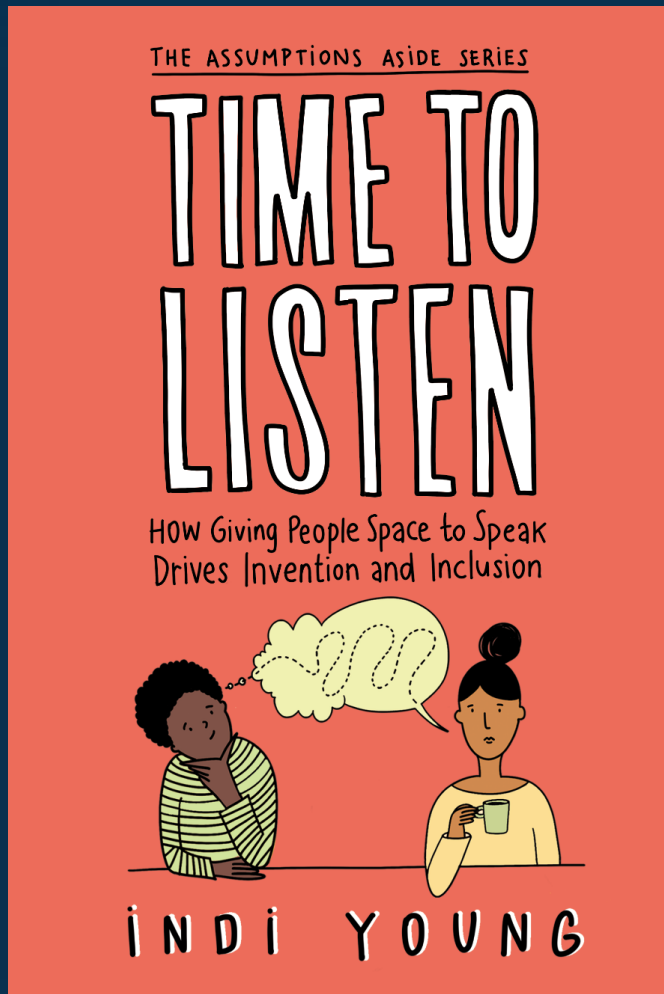
6. facial or posture empathy

7. (and more ...)

1:1 helping each person feel heard, but requires patterns in order to scale to an org's needs

many valid types of empathy

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7. (and more ...)

consciously understand a person's interior cognition from past experiences, then cultivate emergent patterns ... scalable!

THE ASSUMPTIONS ASIDE SERIES

TIME TO LISTEN

How Giving People Space to Speak Drives Invention and Inclusion

INDI YOUNG

one germinal question: "what went through your mind as you addressed <that purpose>?"

- explore only topics the person brings up

- pay rapt attention (not taking notes)

- notice the concept types & pull tabs

- make it a safe space for the person

- only one listening session a day
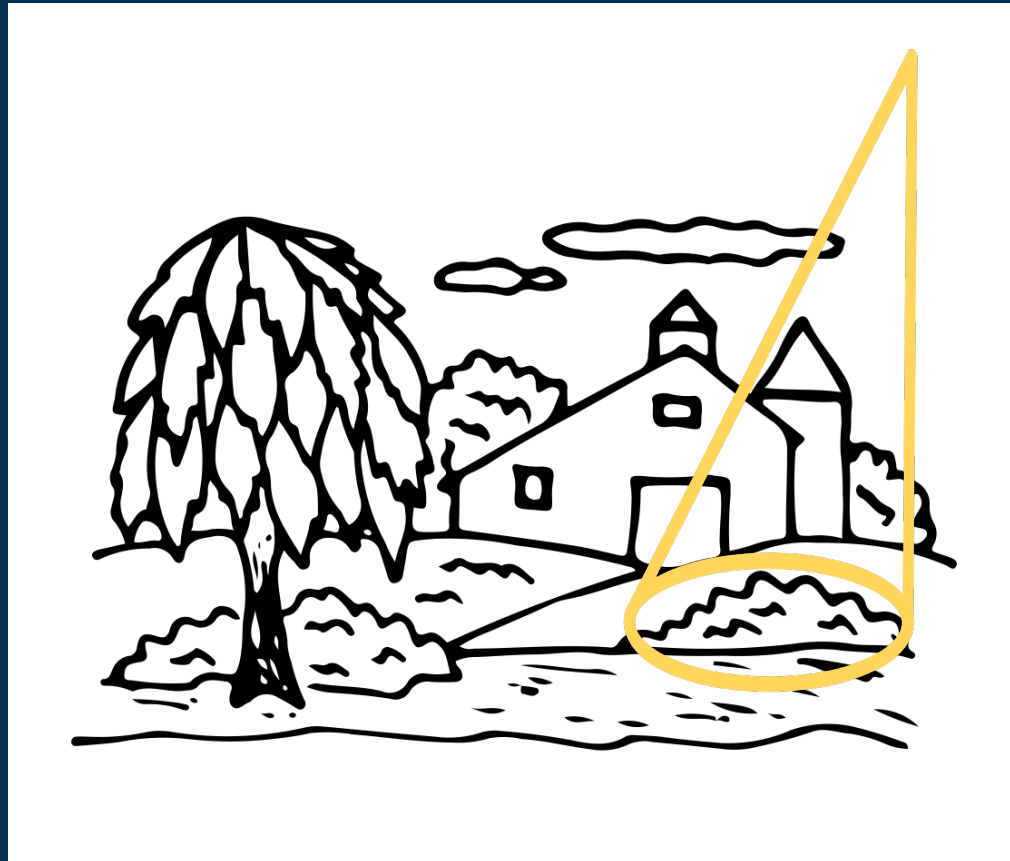
each topic contains layers

help the person unfold the core of each topic:
inner thinking, emotional reactions, guiding principles
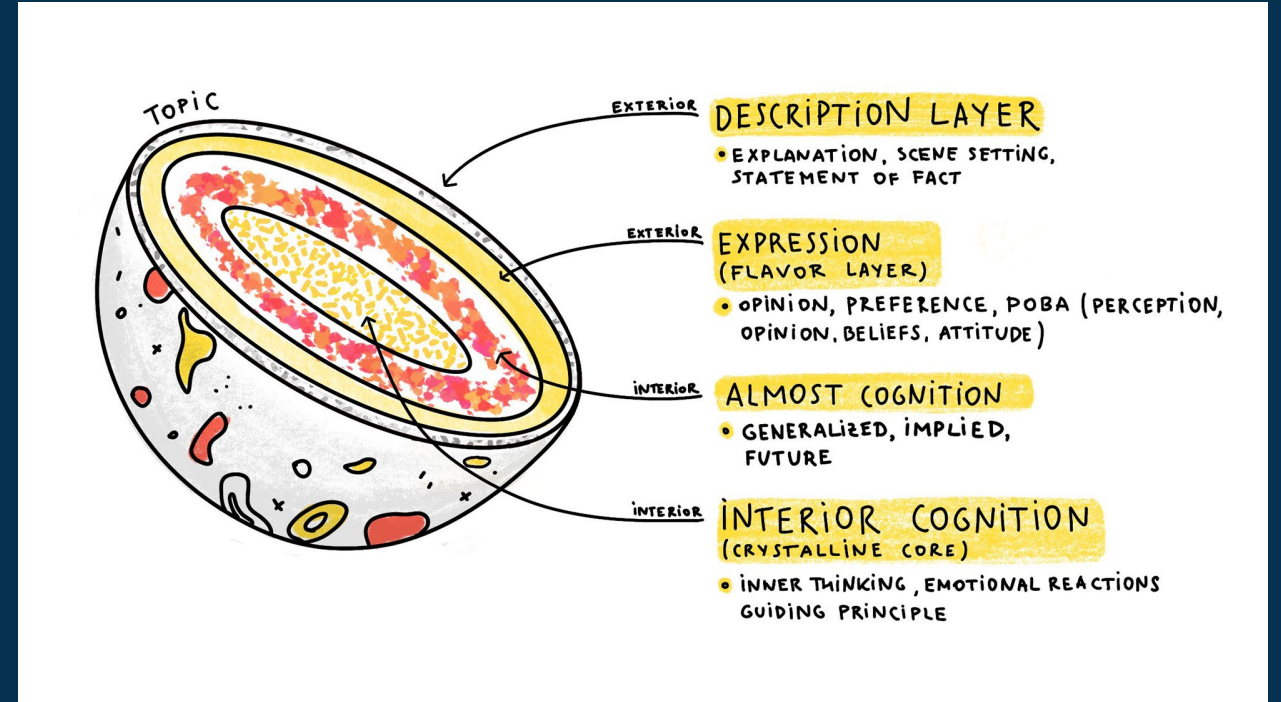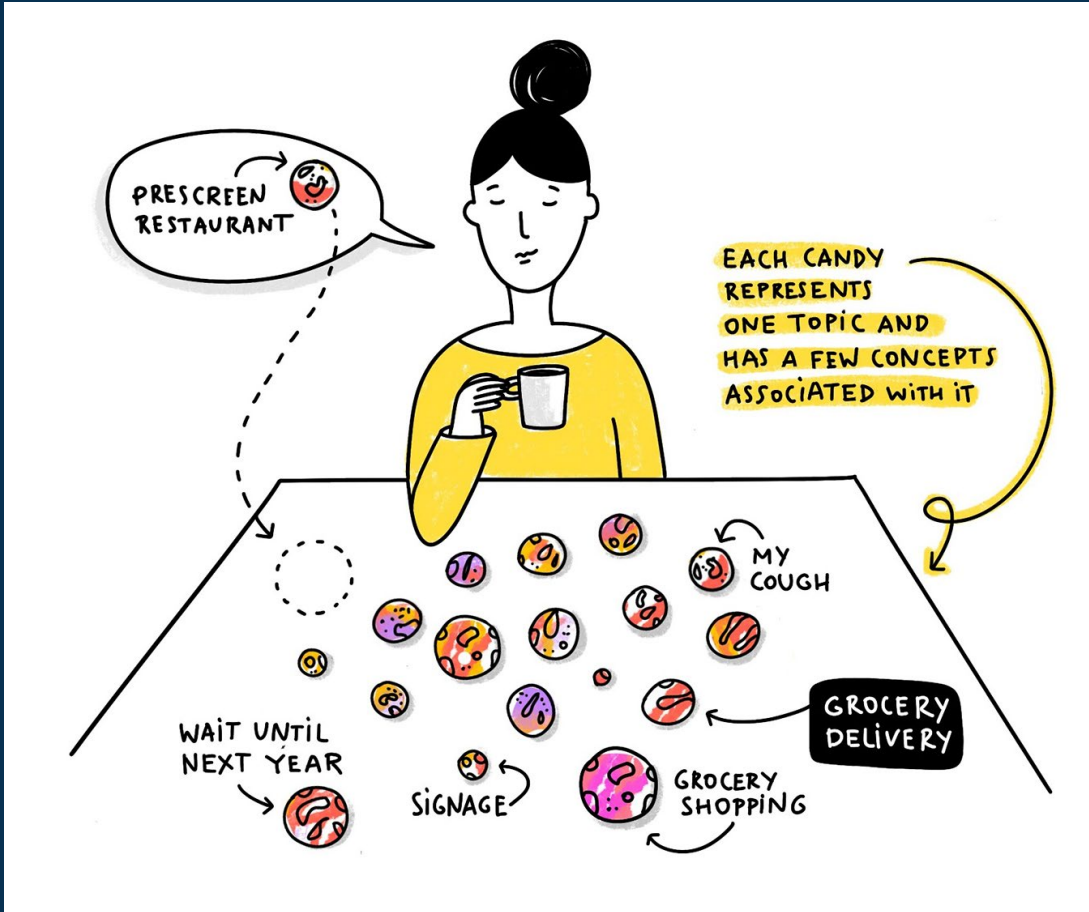
# frame narrowly, spotlight purposes

so that patterns will emerge: everyone in the study has the same purpose, diff attributes

spotlight other purposes every year or so

recruit intentionally

introduction session with each candidate to make sure they have done a lot of thinking about the purpose … … make sure you are hearing from people who have different approaches than your own, different privilege

PARTICIPANTS MUST HAVE DONE A LOT OF THINKING ABOUT THE PURPOSE
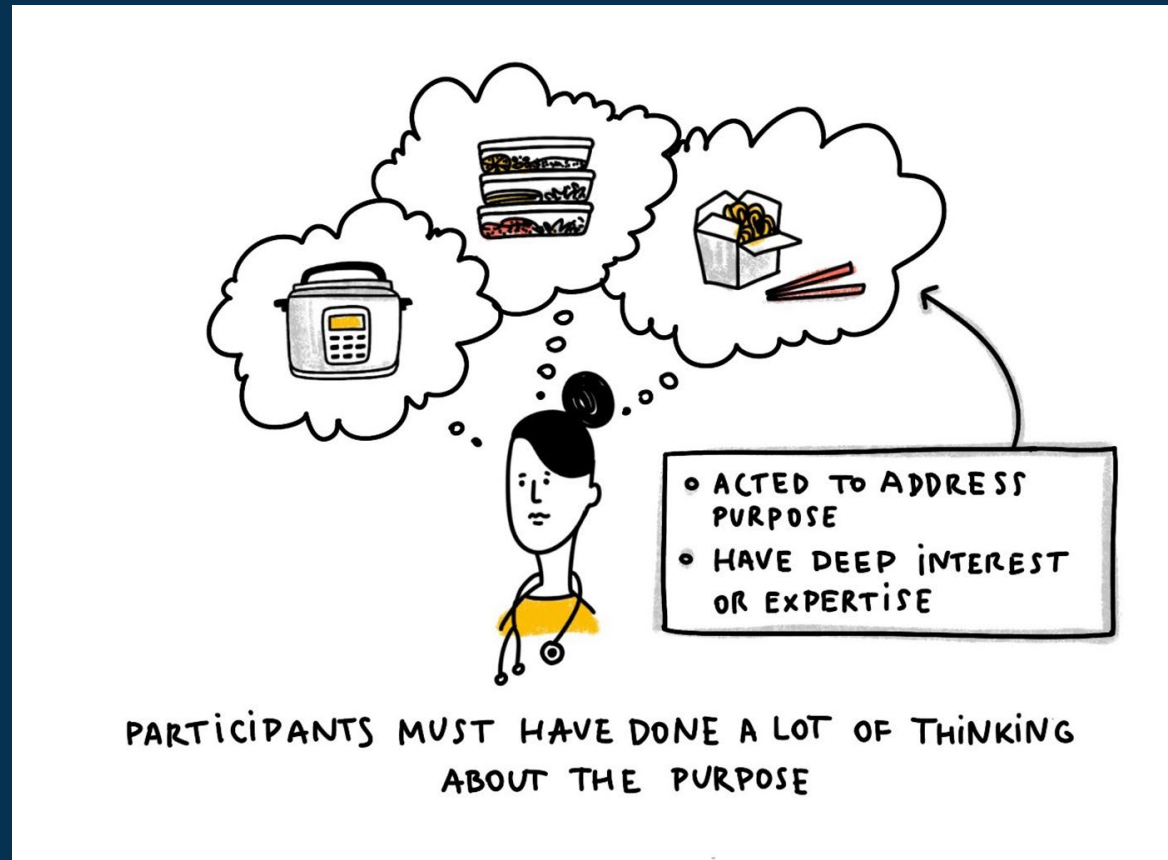
empirical qualitative data synthesis
patterns, patterns, patterns, patterns, patterns

let their words shine, see other perspectives - find & summarize each interior cognition concept

emergent patterns fit together based on the person's intent using the carefully-crafted puzzle pieces

each concept is a puzzle piece

crafted into a summary with the person's words, first-person present tense, verb + key point up top

5

track gaps in your solutions

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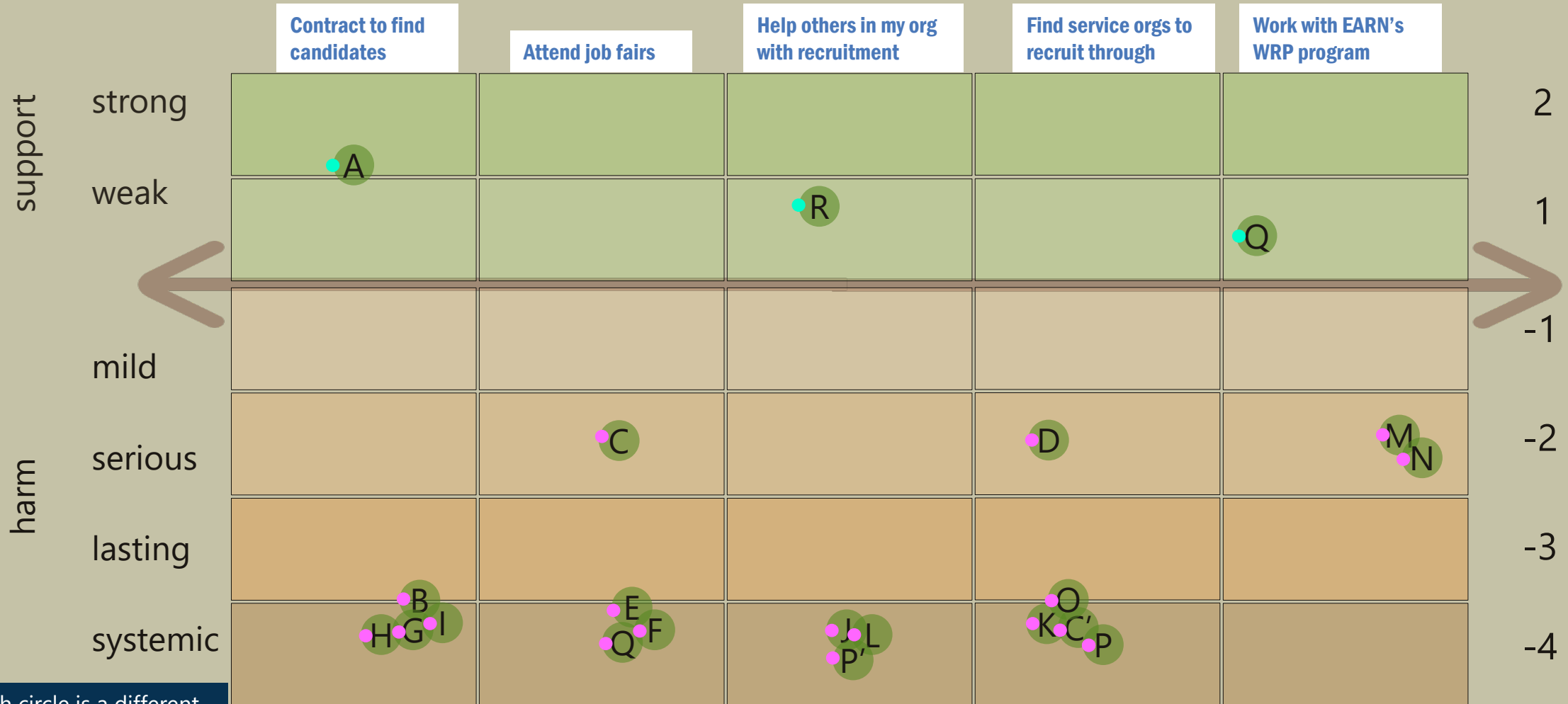
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how are we doing with solutions & opportunities?

is it a supportive, harmful ... or not our thing?

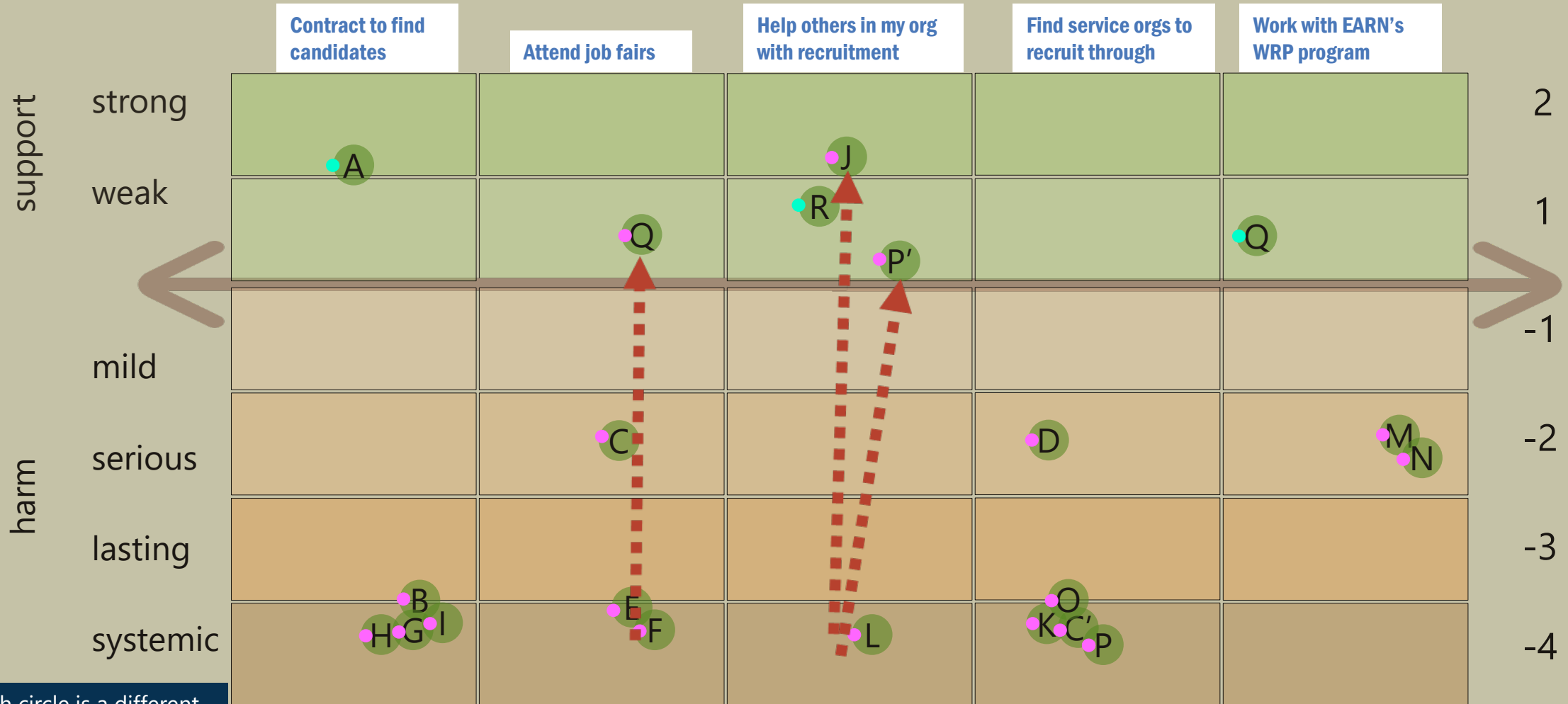|	Contract to find candidates	Attend job fairs	Help others in my org with recruitment	Find service orgs to recruit through	Work with EARN's WRP program	
support strong						2
	A					
weak			R		Q	1
						-1
mild						
harm serious		C		D	M N	-2
lasting						-3
systemic	B H G I	E Q F	J L P'	O K C' P		-4

each circle is a different
- capability (existing)
- opportunity (sandbox)

Thinking styles: ● "Organizational Implementer"
● "Empathic Problem Solver"

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Thinking styles: ● "Organizational Implementer"   ● "Empathic Problem Solver"

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6

slow down

impatience & speed cause harm

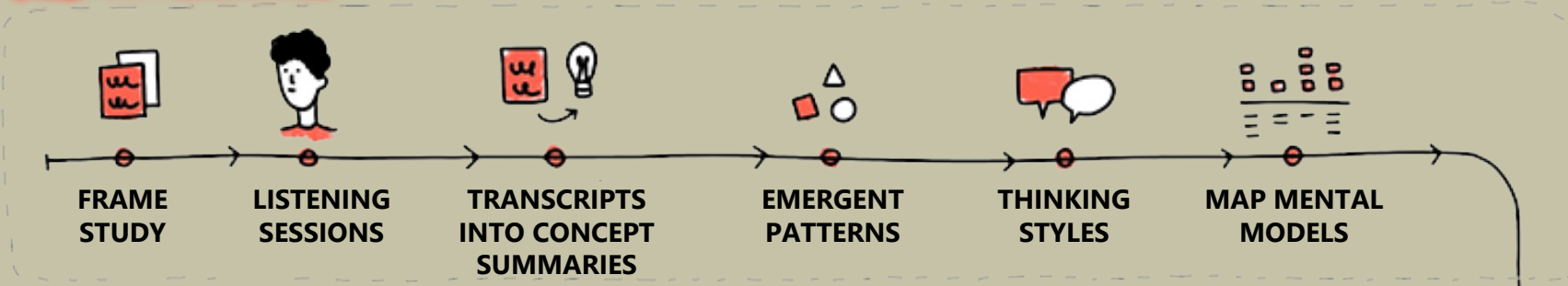# assumptions come from having a human brain

I see patterns!

Then I act fast!

to resist assumptions we can also put more time between patterns & action
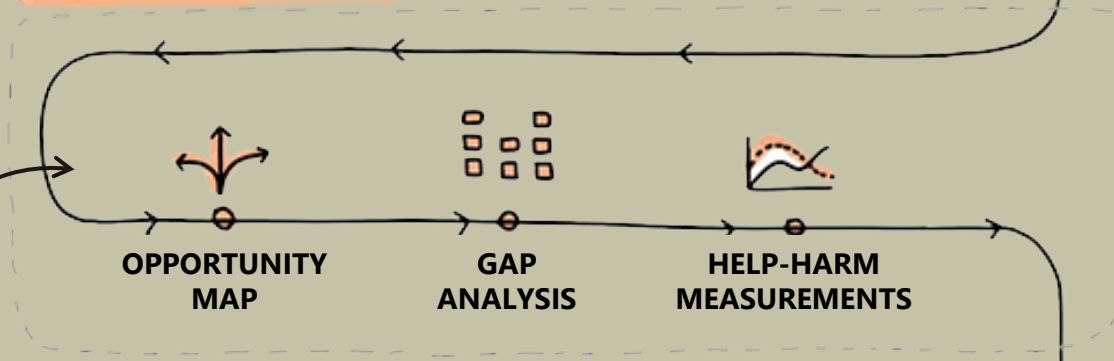
I see patterns!

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PURPOSE FOCUSED

FRAME STUDY · LISTENING SESSIONS · TRANSCRIPTS INTO CONCEPT SUMMARIES · EMERGENT PATTERNS · THINKING STYLES · MAP MENTAL MODELS

PURPOSE FOCUSED

How did people address their purpose?

STRATEGY SPACE

OPPORTUNITY MAP · GAP ANALYSIS · HELP-HARM MEASUREMENTS

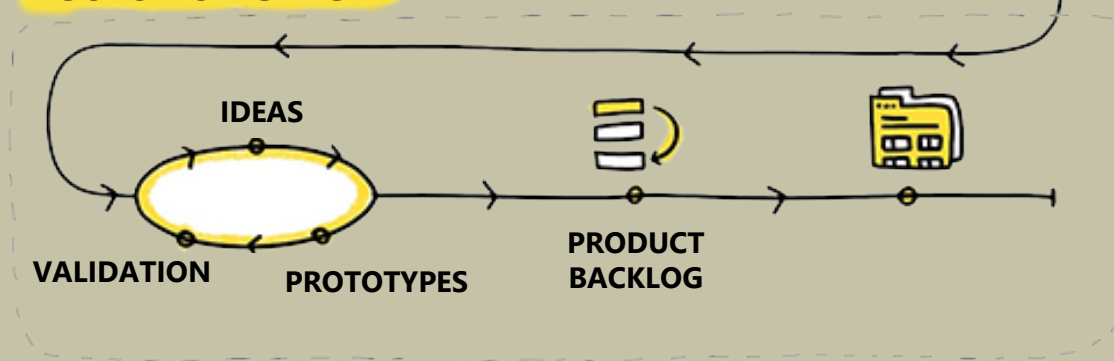**STRATEGY SPACE**

How do we help or harm people?

Which gap should our team fill next?

intentional, inclusive

SOLUTION SPACE

IDEAS · VALIDATION · PROTOTYPES · PRODUCT BACKLOG

SOLUTION SPACE

How can our solution help people address their purpose their way?

taking time is an act of resistance

against assumptions, against harm
toward supporting a greater variety of thinking styles & approaches

1   methodically address the harms we cause

2   include a variety of thinking styles

3   support a variety of approaches

4   listening deeply, qual data synthesis

5   track gaps in your solutions

6   slow down

make it better
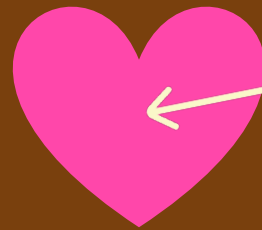
core to
our hearts

INDIYOUNG.COM

data science that listens

🐦 @indiyoung   in indiyoung   📷 indiyoung_   ◖ inclusive-software