

“How was my experience?  
Well, thanks for asking!”

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Emory Healthcare*

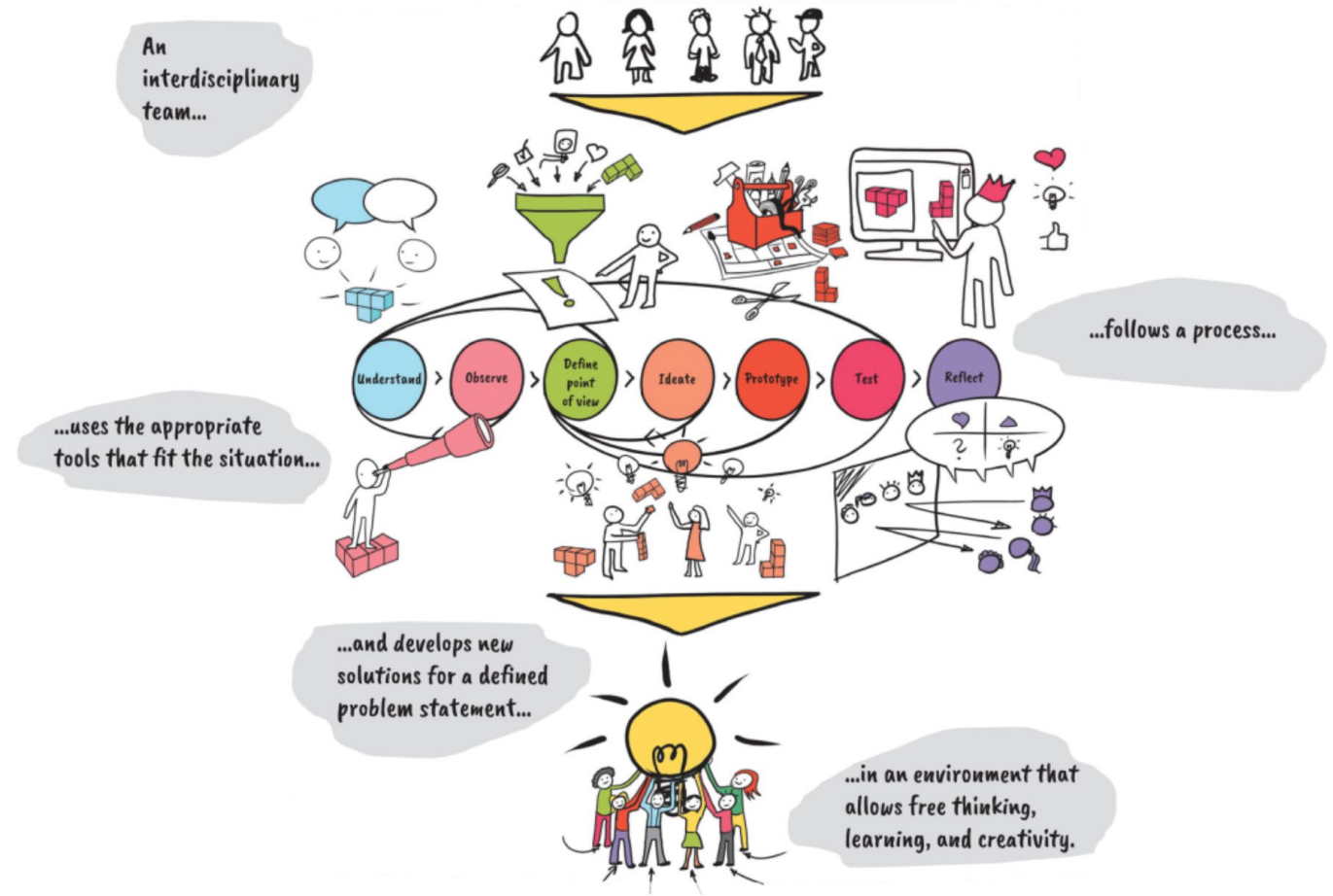
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Simpler - IBM FSCT*

# Design Thinking

*"Design thinking is a human-centered approach to innovation that draws from the designer's toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success."\**

*—Tim Brown, Executive Chair of IDEO*

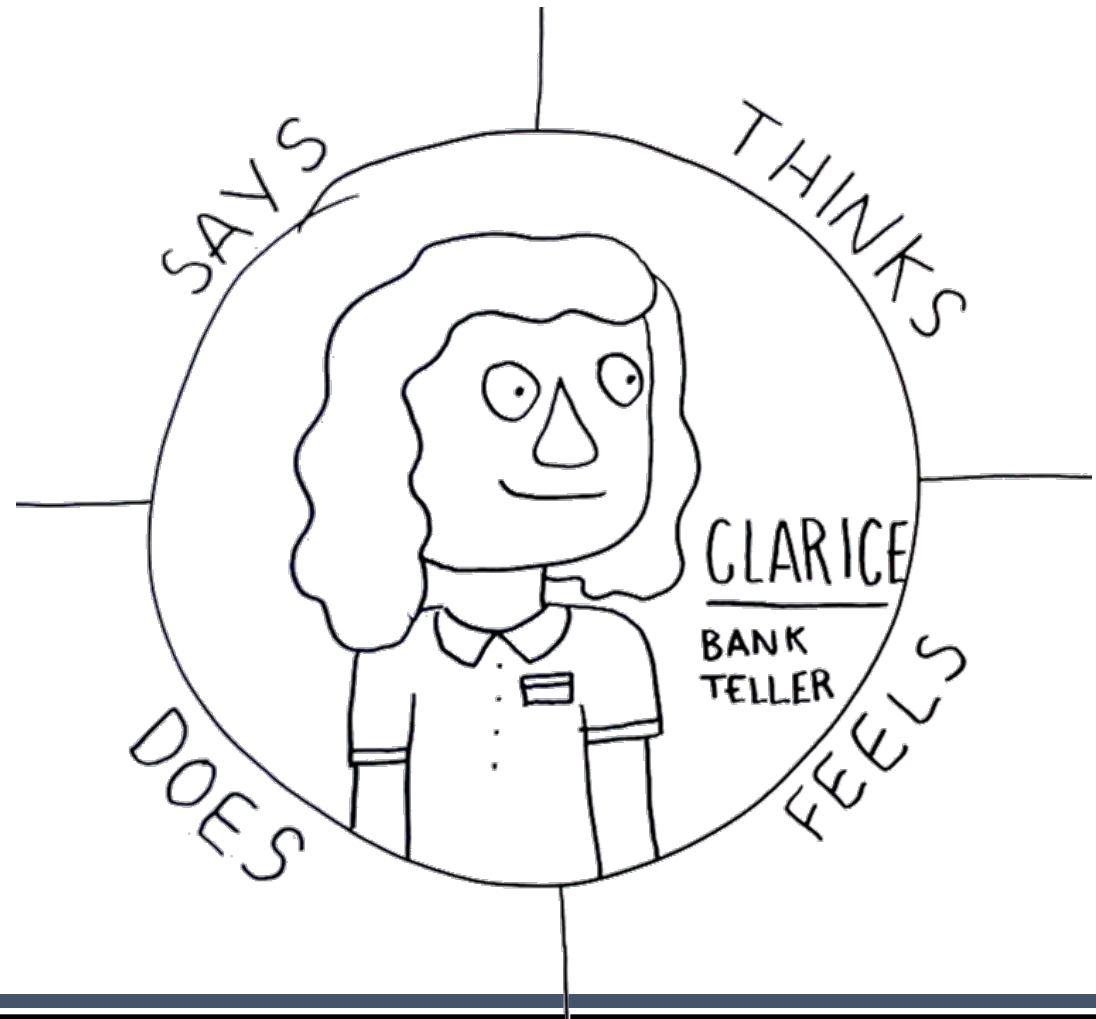


# Empathy Map

## Definition:

An **empathy map** is a collaborative visualization method (Design Thinking) used to articulate what we know about a particular type of customer / Process Stakeholder.

It helps us humanize the customer & emotionally connect with them.



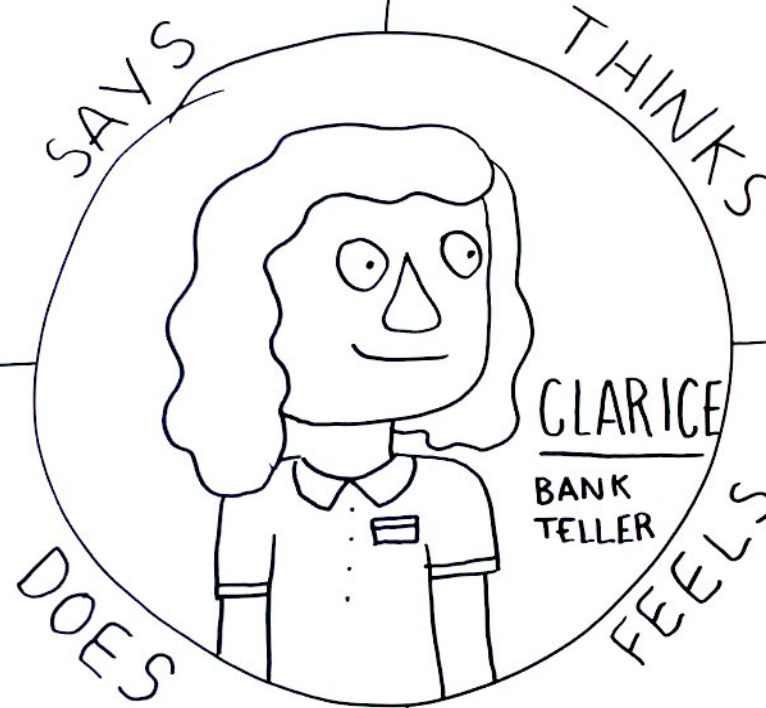
What do they say or need to say to others?  
How do they likely express themselves?

## Quotes

What do they think about the situation?

What is their worldview?

## Expectations & Reactions



What do they do to get their job done?

## Actions

How does this person feel about their job?

## Values

Observed



Inferred

# Empathy Map Example (3 MRI Patients)

## What Our Patients...SAY

**NM**

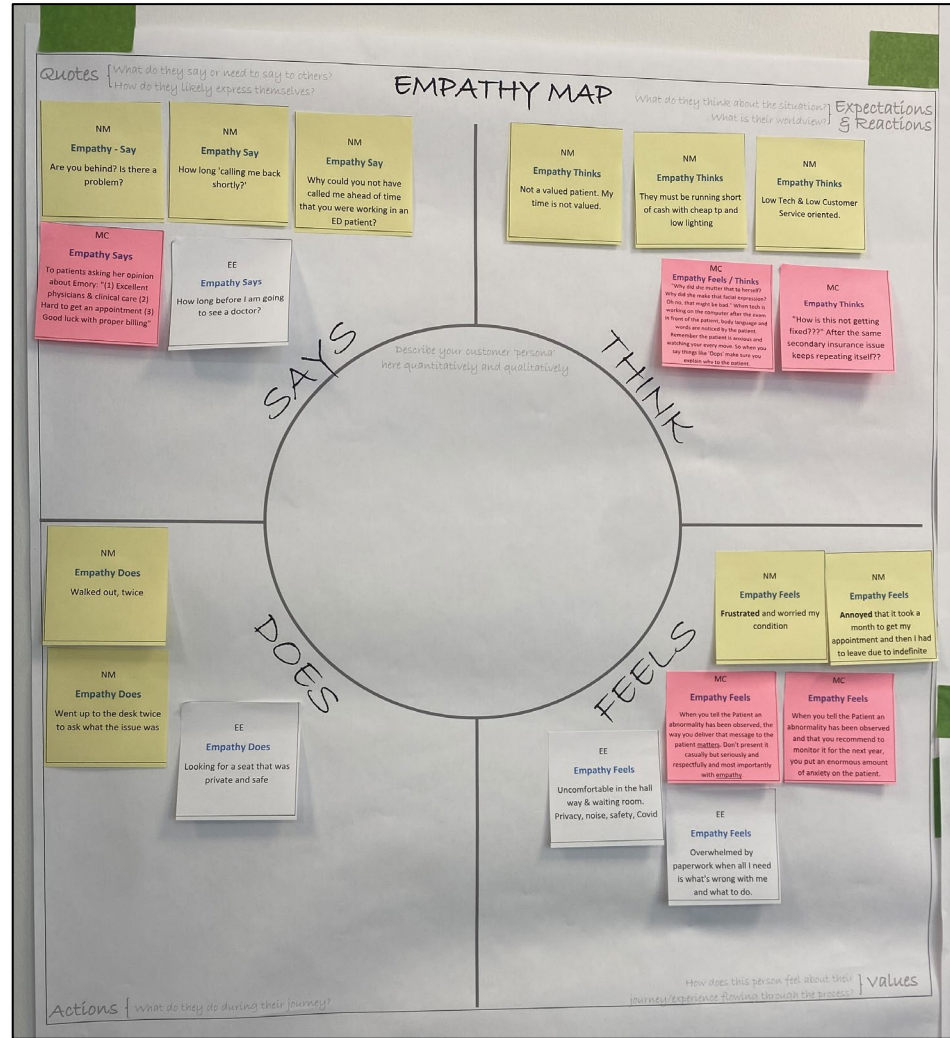
**Empathy - Say**

Are you behind? Is there a problem?

**MC**

**Empathy Says**

To patients asking her opinion about Emory: "(1) Excellent physicians & clinical care (2) Hard to get an appointment (3) Good luck with proper billing"



## What Our Patients...THINK

**NM**

**Empathy Thinks**

How is this not getting fixed? After the same secondary insurance issue keeps repeating itself??

**NM**

**Empathy Thinks**

Not a valued patient. My time is not valued.

## What Our Patients...DO

**NM**

**Empathy Does**

Walked out, twice

**EE**

**Empathy Does**

Looking for a seat that was private and safe

## What Our Patients...FEEL

**MC**

**Empathy Feels**

When you tell the Patient an abnormality has been observed, the way you deliver that message to the patient matters. Don't present it casually but seriously and respectfully and most importantly with empathy.

**EE**

**Empathy Feels**

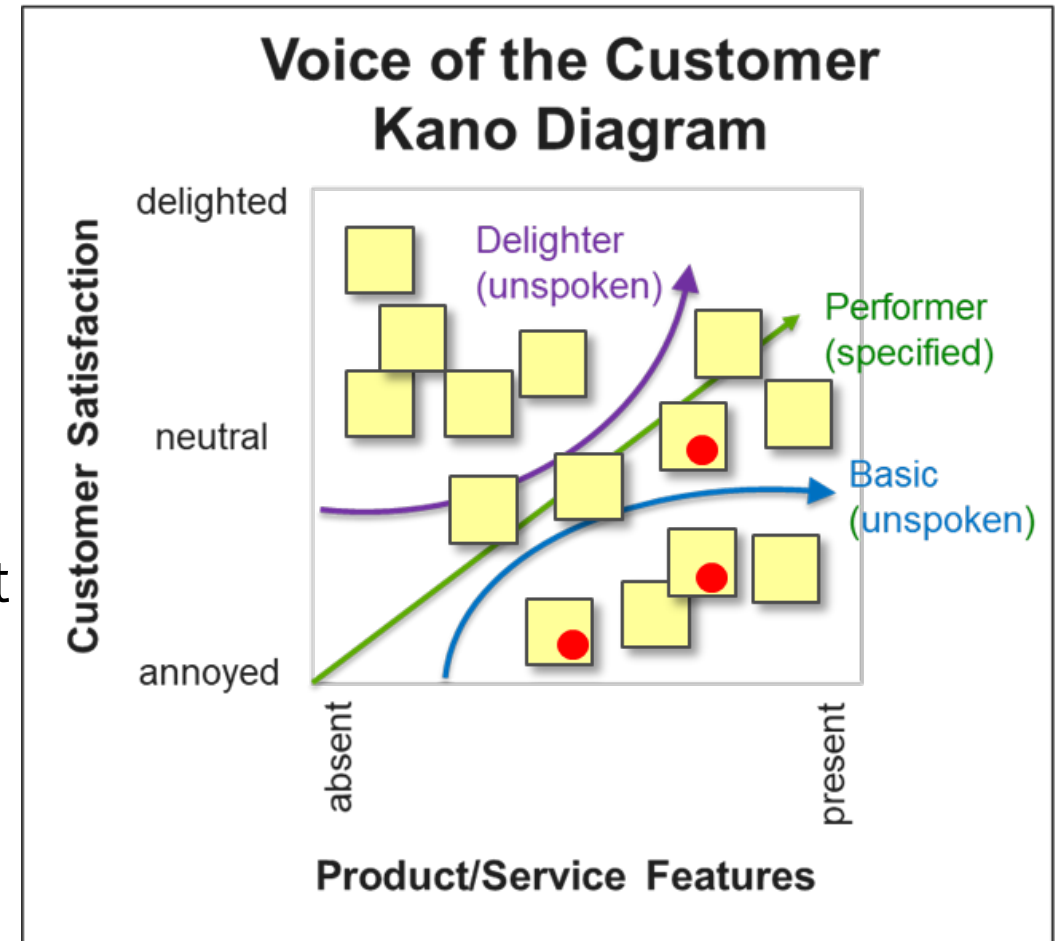
Overwhelmed by paperwork when all I need is what's wrong with me and what to do.

# Kano Diagram

## Definition:

A **Kano Diagram** is a collaborative visualization method of customers spoken & un-spoken needs.

- Use the eyes of the customer
- What are the spoken needs?
- What are the ‘unspoken’ needs (basics & delighters)
- Are we meeting the performers and basics? Put red dot on those we don't!
- Used to help define the required value of a product, or service and the opportunities the corresponding ‘value’ stream should work on.



Use to increase the value proposition





# Kano & Empathy Map Technique Learning

## Patient Feedback

- 1 Patient found digital post its distracting. Asked to have conversation instead.
- Appreciative of us asking questions.
- Interested in improvements that would come from interviews.

## Lesson Learned

- Be prepared to respond to negative feedback from patients & employees. Stay objective, this is not the time to be defensive or marginalize the patient's or employee's feedback.



# Kano & Empathy Map - Tips

- Keeping up with your customers' needs and helping them discover new ones should never end!
- Make the VOC visible to all your team members and constantly look for gaps to address in customers' expectations & find new ways to delight.
- If you do this exercise too sporadically and/or with too few team members, you will eventually be outcompeted.
- When doing improvement work with multiple teams, doing empathy maps can provide great insight and understanding of each other's worlds.
- Integrate VOC into your improvement culture and practice.

# Best Way to Understand Customers

Other than being a customer yourself, still nothing is better than going to Gemba, the place where the customer lives, to understand their needs and what would delight them.

This is also called “**Genchi Genbutsu**” = “Go See for Yourself”

Ford CEO Jim Farley drove a F-150 Lighting, an all-electric light truck, in early August from Silicon Valley to Las Vegas. He stopped at a popular charging station in California and found that it only charged the battery 40% after 40 minutes. Farley acknowledged that it's challenging to obtain enough power to travel long distances. He stated that his trip “was a really good reality check—the challenges of what our customers go through.”

- Cowboy State Daily– Kevin Killough 8-21-2023