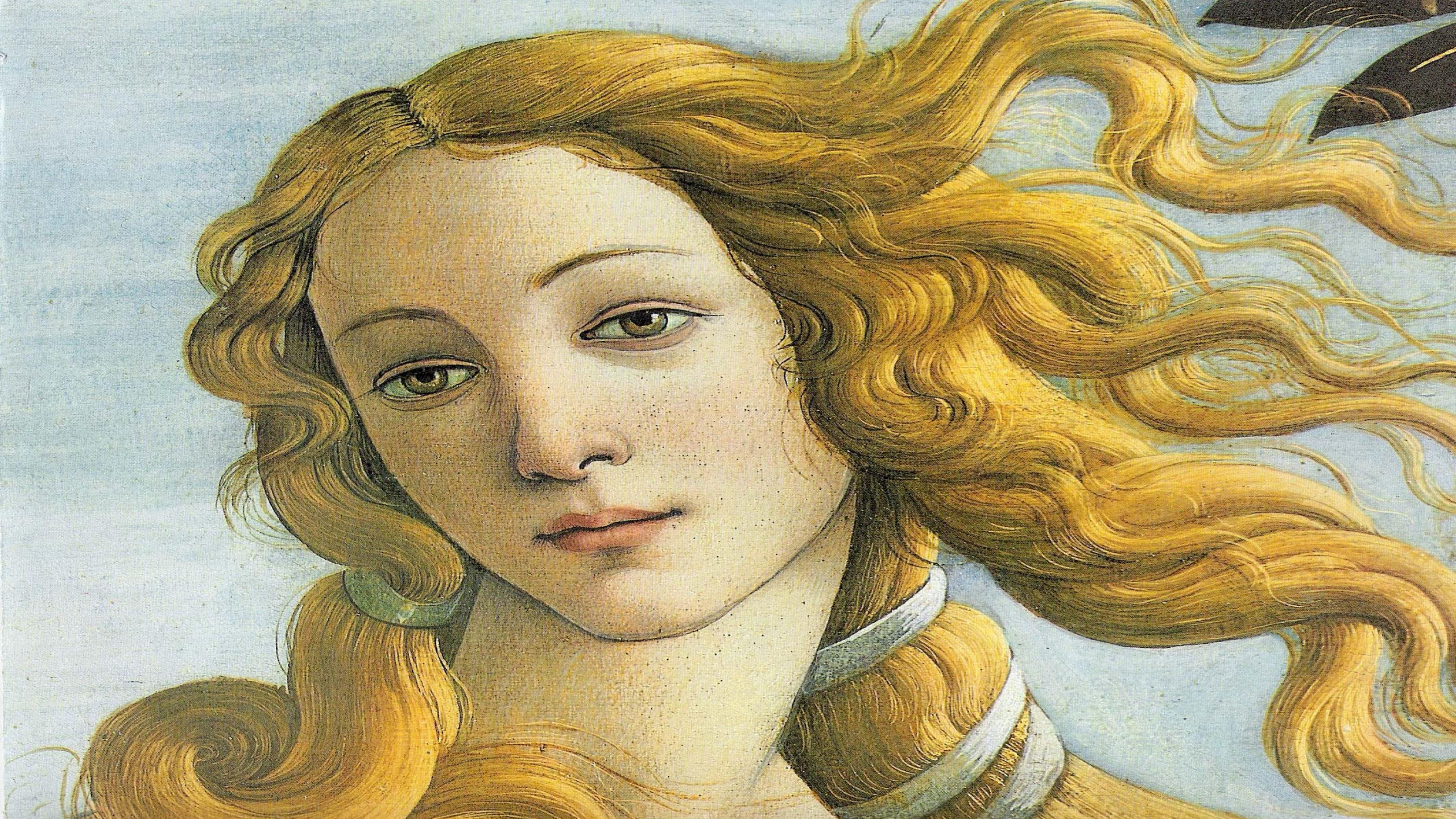
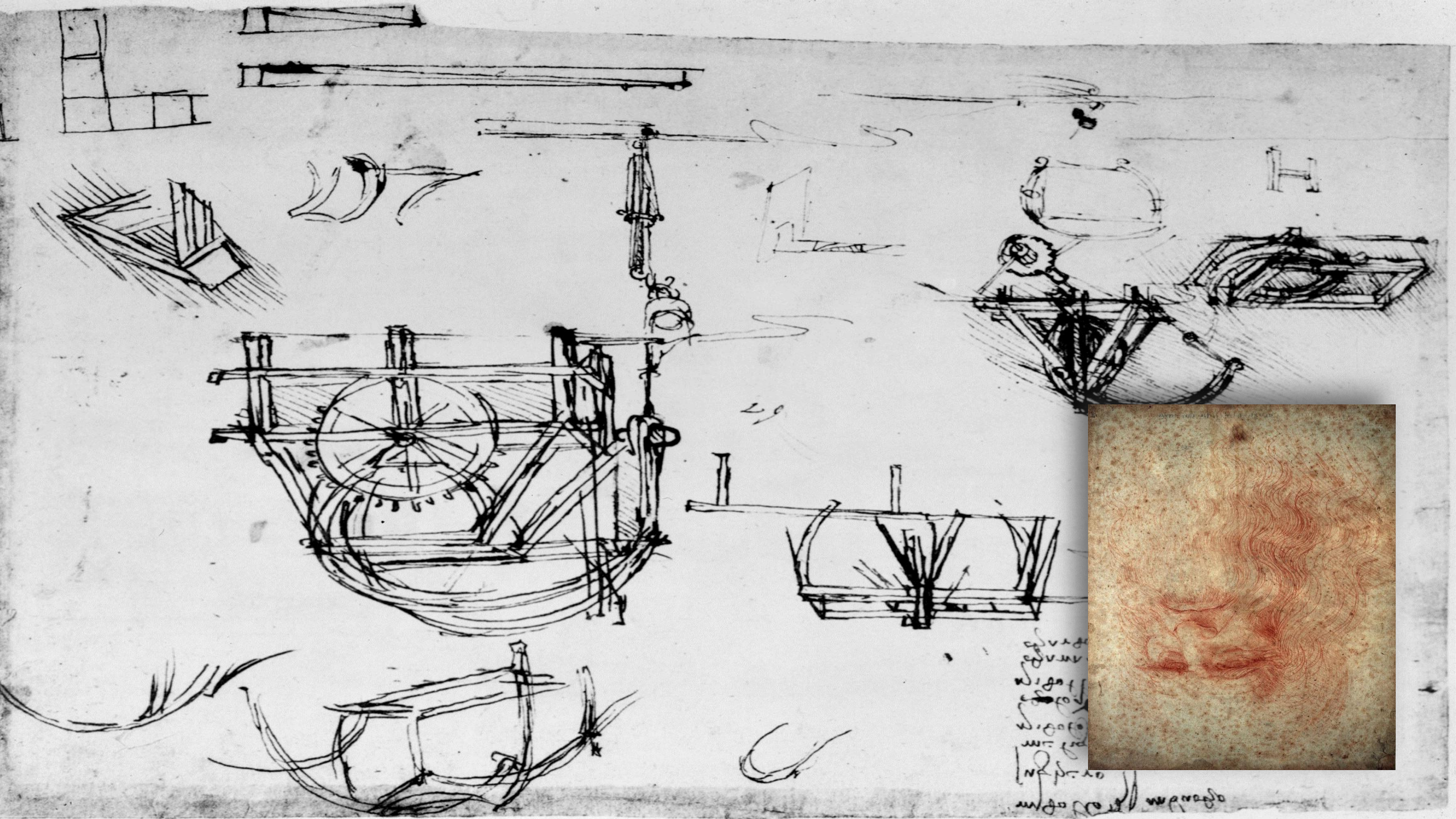
Microsoft® Research
Faculty Summit 2010

# Design Mind + Engineering Mind
## Secrets to Designing Compelling Product Experiences

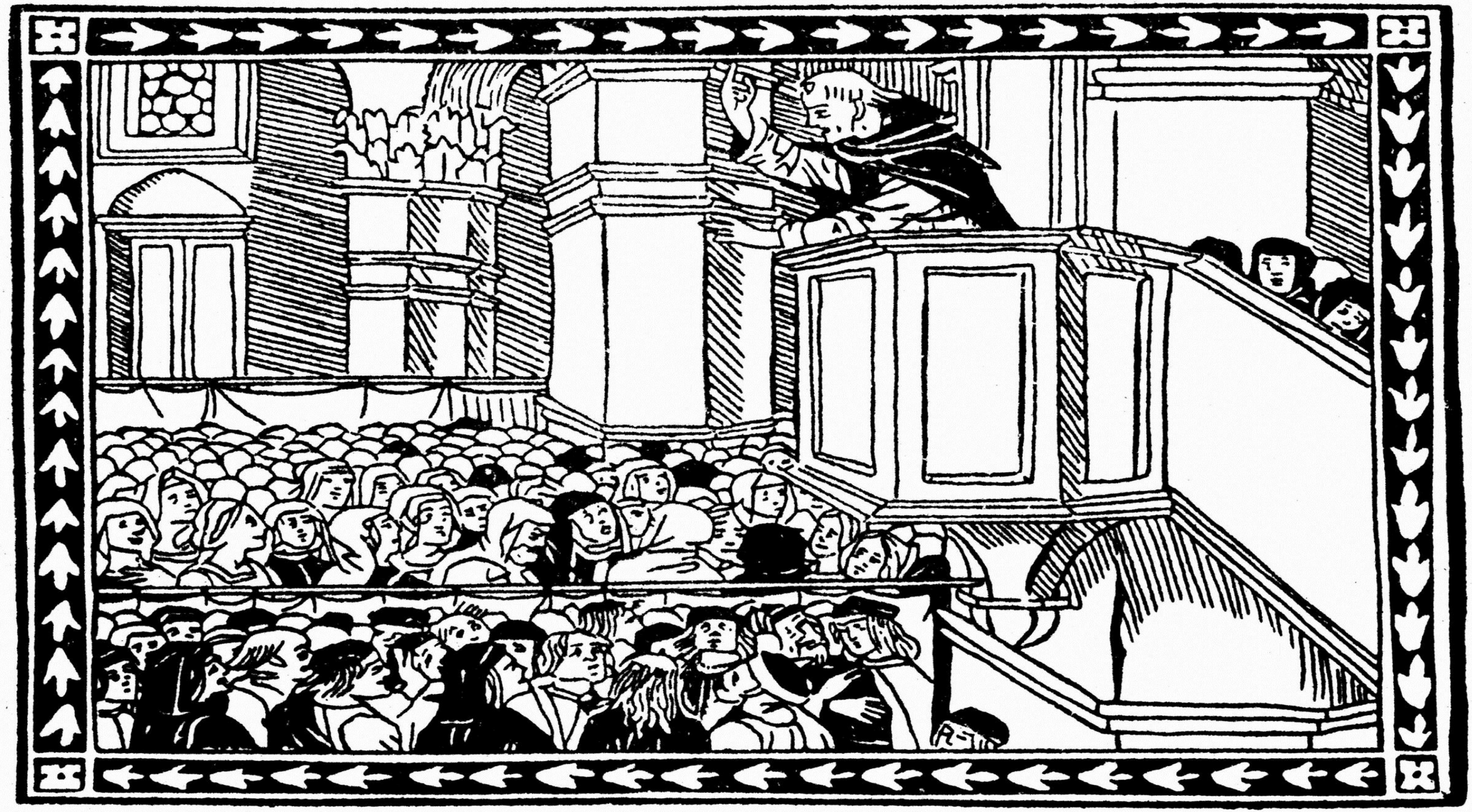
Surya Vanka
Principal User Experience Manager
Microsoft Corporation

designer shoes
designer jeans
designer toilet
design thinking
designer babies
designer kitchens
leadership by design
designer dogs
designer homes
designer soda
the age of design
designer ceo
design dreams
designer glasses
designer lamps
designe
designer genes
design thinking
designer mouse
designer vodka
raise design IQ





LAVRENTIVS MEDICES PETRI FILIVS.



HÆMISPHÆRI
GRAPHICUM
COELI
TIET
Andromeda
Pegasus
Delphinus
PISCIS LANTI
ÆQVINOC
Cetus
AQVARIVS
OCEANVS
ÆTHIOPICVS
Phœnix
Piscis Austr.
Grus
Indus
Toucan
Hydrus
Pavo
COGNITA
Apis Indica
Chamæleon
Crux

# DIALOGO
DI
## GALILEO GALILEI LINCEO
MATEMATICO SOPRAORDINARIO
DELLO STVDIO DI PISA.
*E Filoſofo, e Matematico primario del*
SERENISSIMO
## GR. DVCA DI TOSCANA.

Doue ne i congreſſi di quattro giornate ſi diſcorre ſopra i due

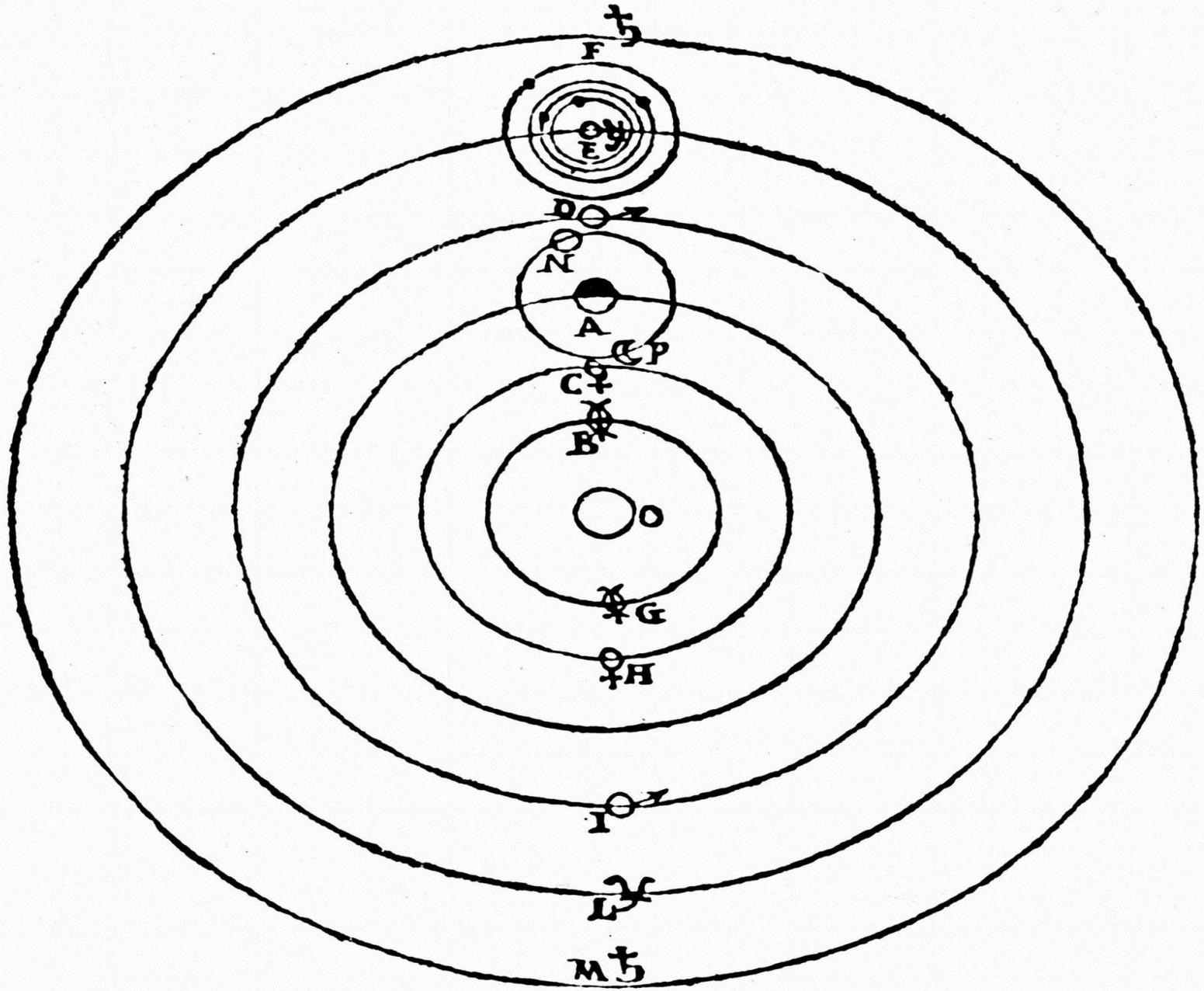
MASSIMI SISTEMI DEL MONDO
TOLEMAICO, E COPERNICANO;

*Proponendo indeterminatamente le ragioni Filoſofiche, e Naturali tanto per l'vna, quanto per l'altra parte.*

CON PRI VILEGI.

IN FIORENZA, Per Gio: Batiſta Landini MDCXXXII.

*CON LICENZA DE' SVPERIORI.*

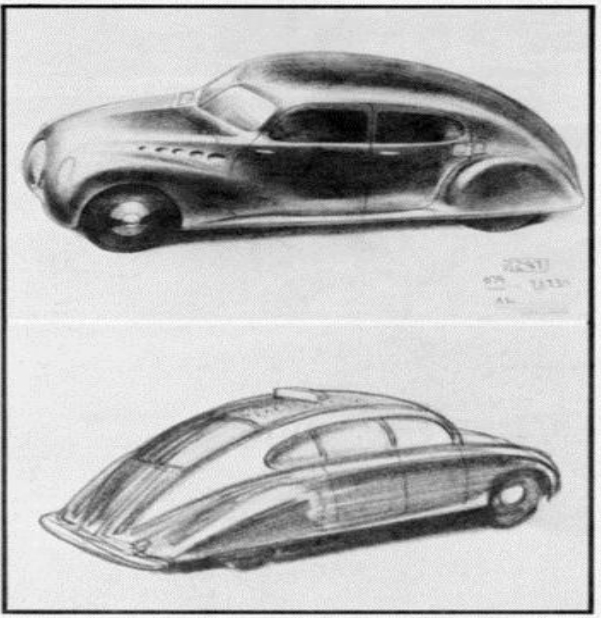

♄
F
☉
E
D
♂
N
A
☾
P
C
♀
B
☿
O
G
H
♀
I
♂
L
M
♄

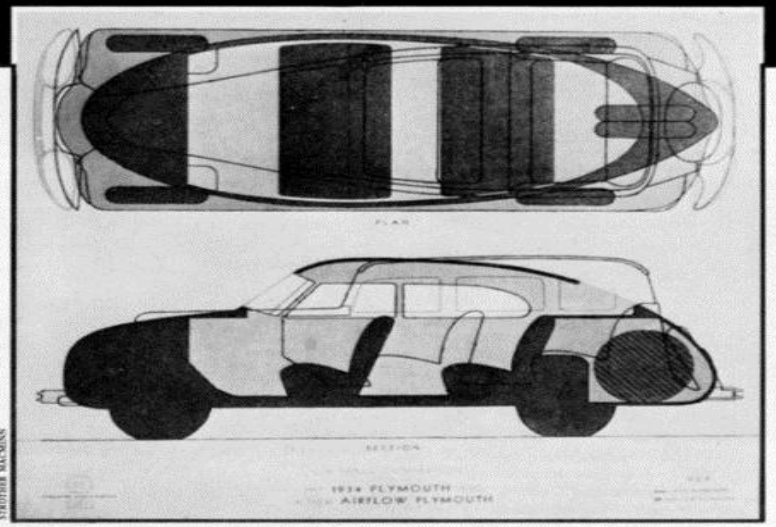
TURN TO CLEAR VISION
QUARTERS ONLY
50¢

AUDITOR

# The Automobiles of Norman Bel Geddes

by Michael Lamm, *Editor*

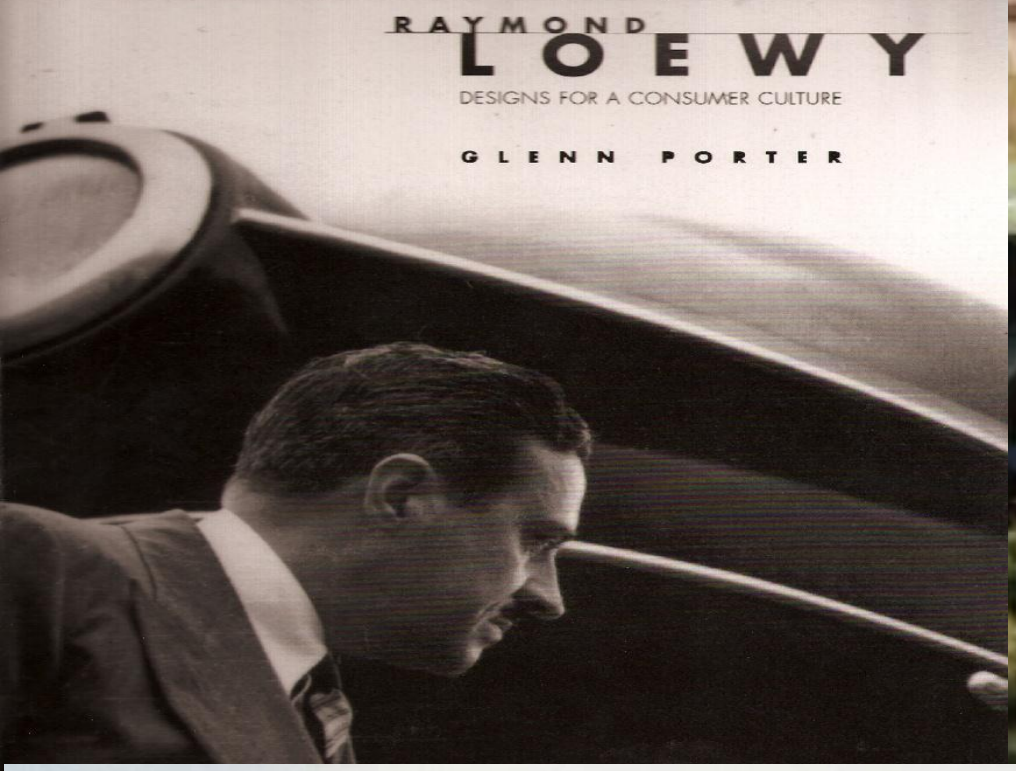





***Above:*** *At the request of Chrysler Corp., Geddes did proposals for a Plymouth Airflow.* ***Left:*** *Geddes's design firm also did a great number of drawings for more graceful Chrysler and DeSoto Airflows; two are shown here.*

# 29 October 1929

SAFE DEPOSIT VAULTS
AMERICAN UNION BANK
AMERICAN UNION BANK


RAYMOND
LOEWY
DESIGNS FOR A CONSUMER CULTURE
GLENN PORTER

PENNSYLVANIA

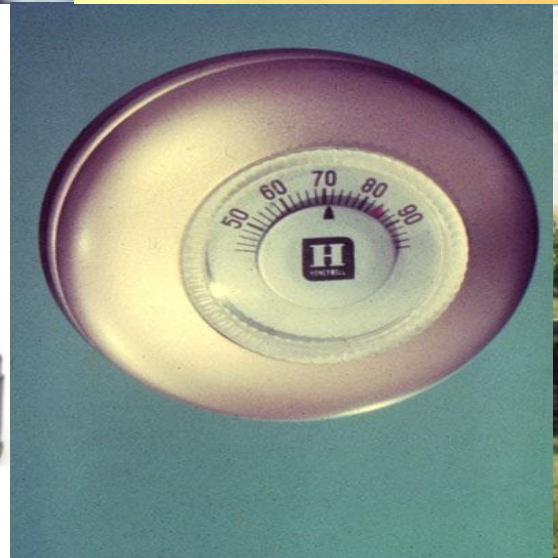
The Royal Society of Arts

SKIPPY-RACER

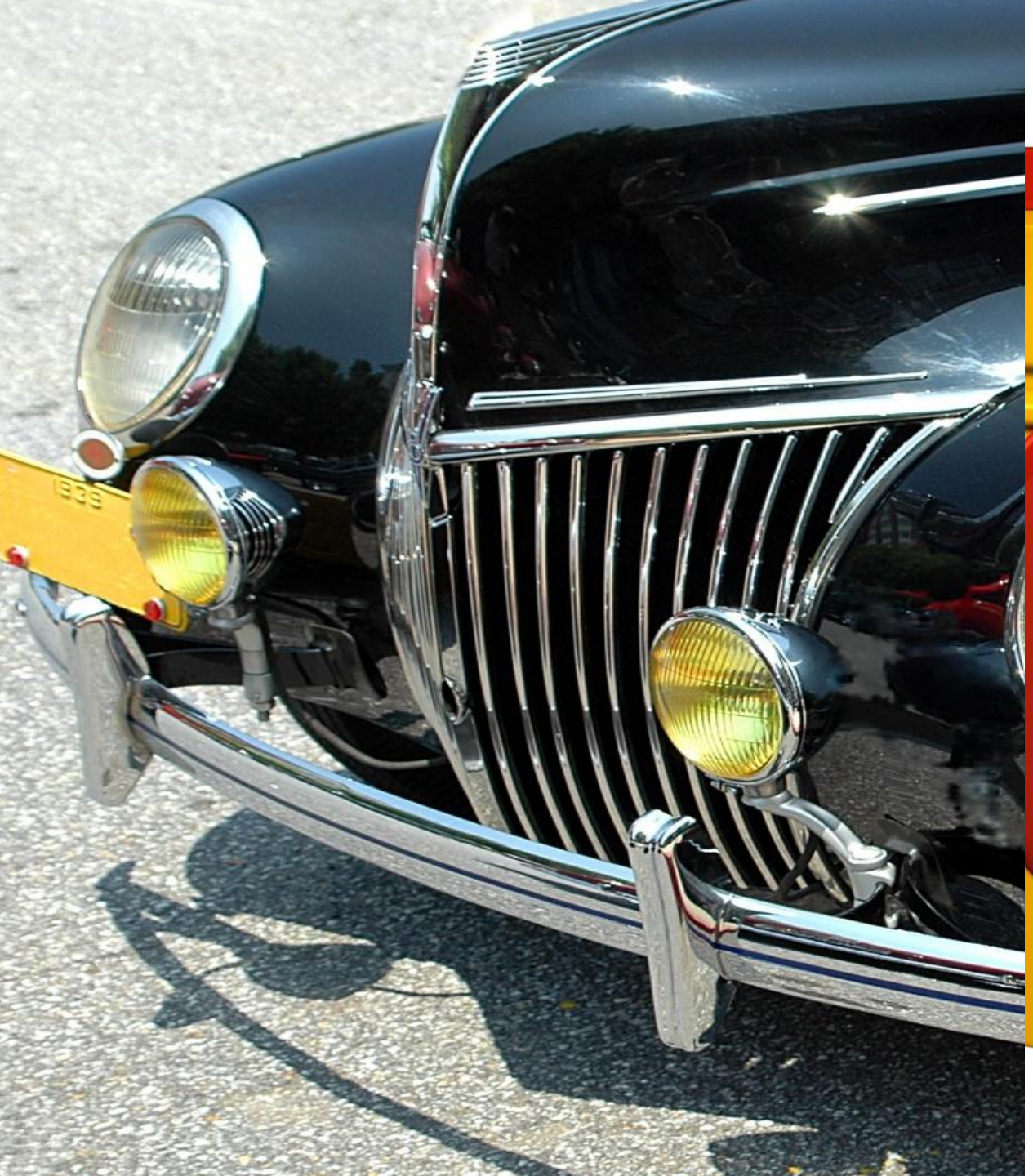
BEAU BROWNIE
DOUBLET LENS

JOHN DEERE

ABC
DEF
GHI
JKL
MNO
PRS
TUV
WXY


50
60
70
80
90
H

JOHN DEERE



130
120
100
85
75
150
65
165
60
53
550
185
500
200
400
250
325

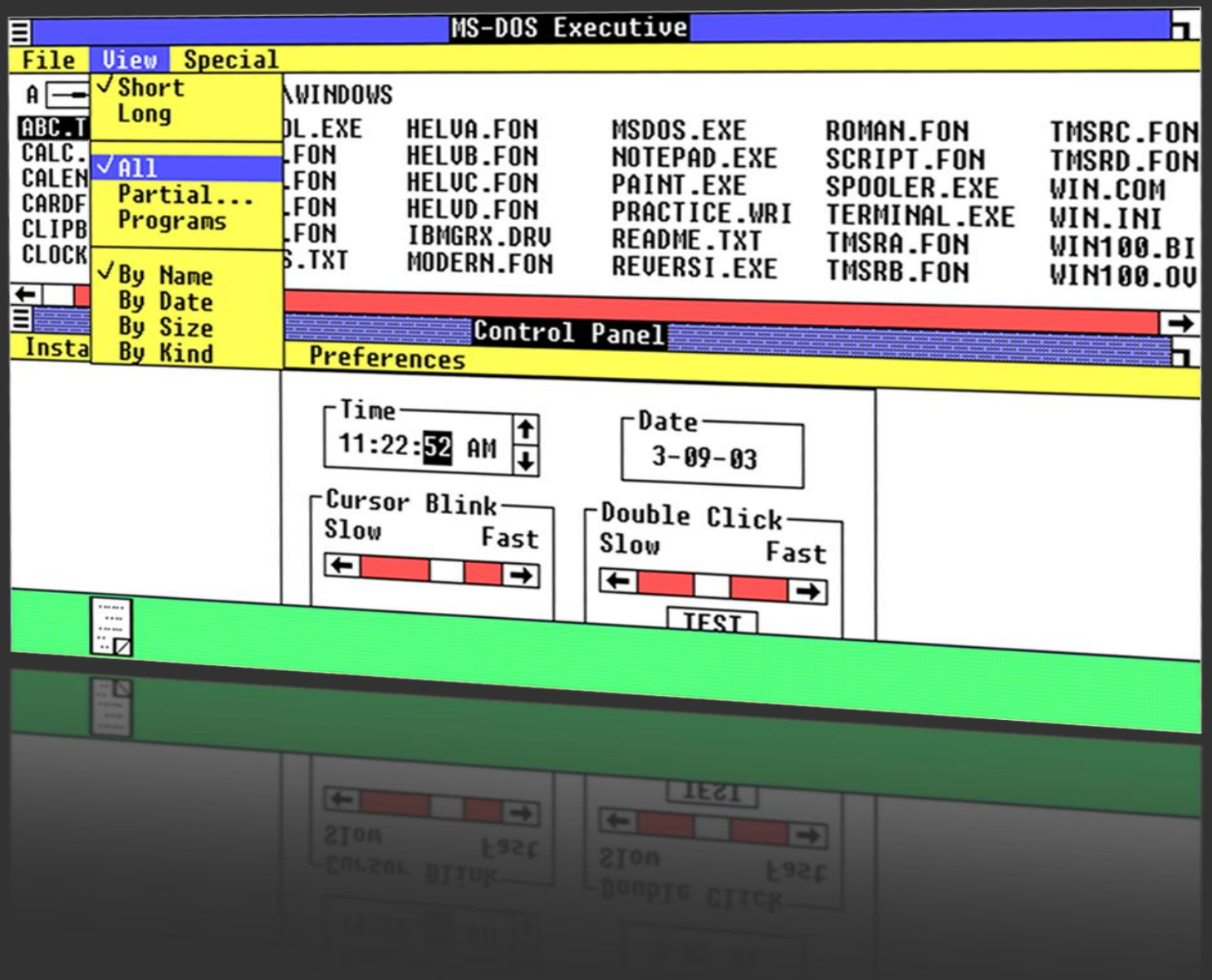
ALESSI

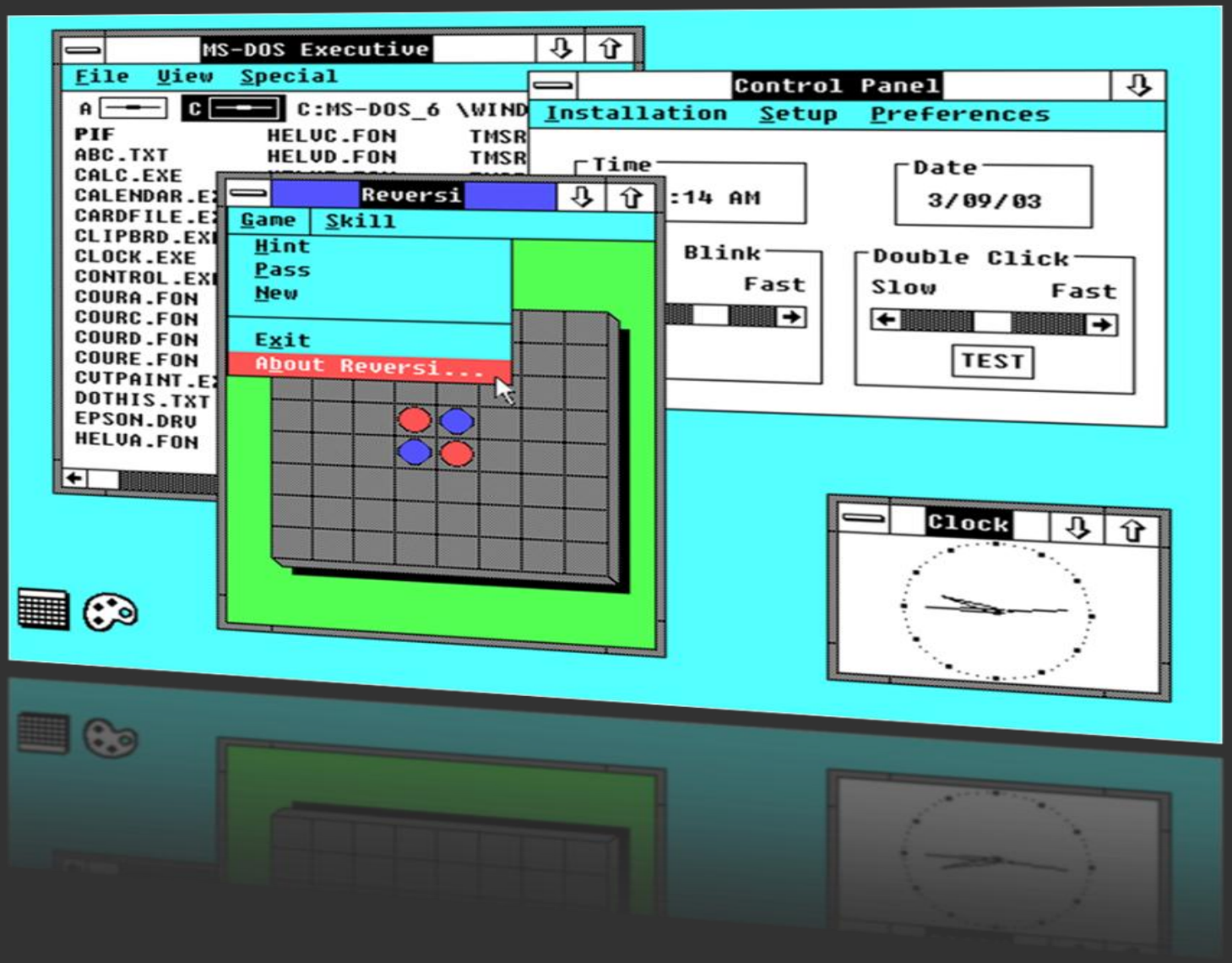
$265

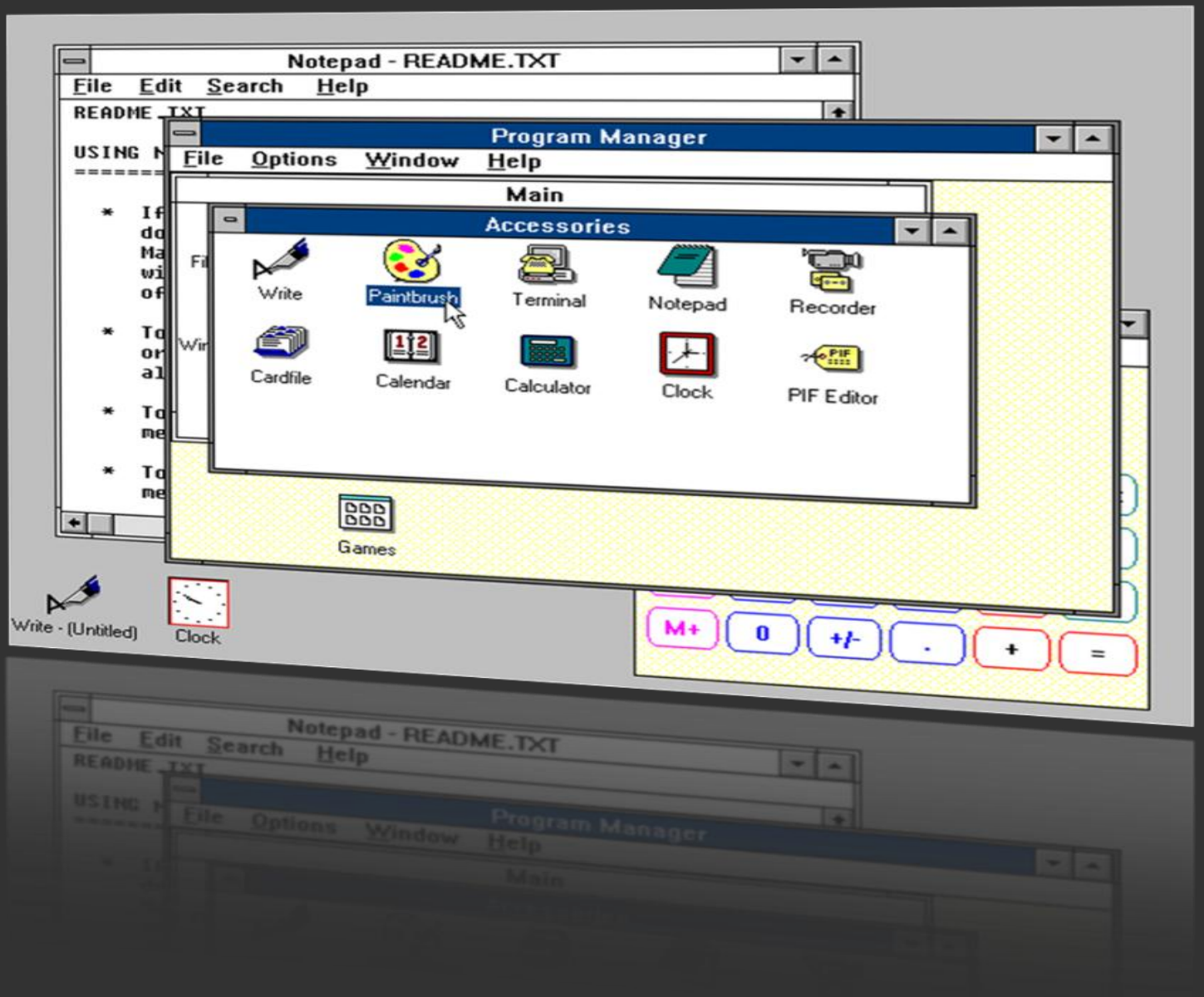
$39.99

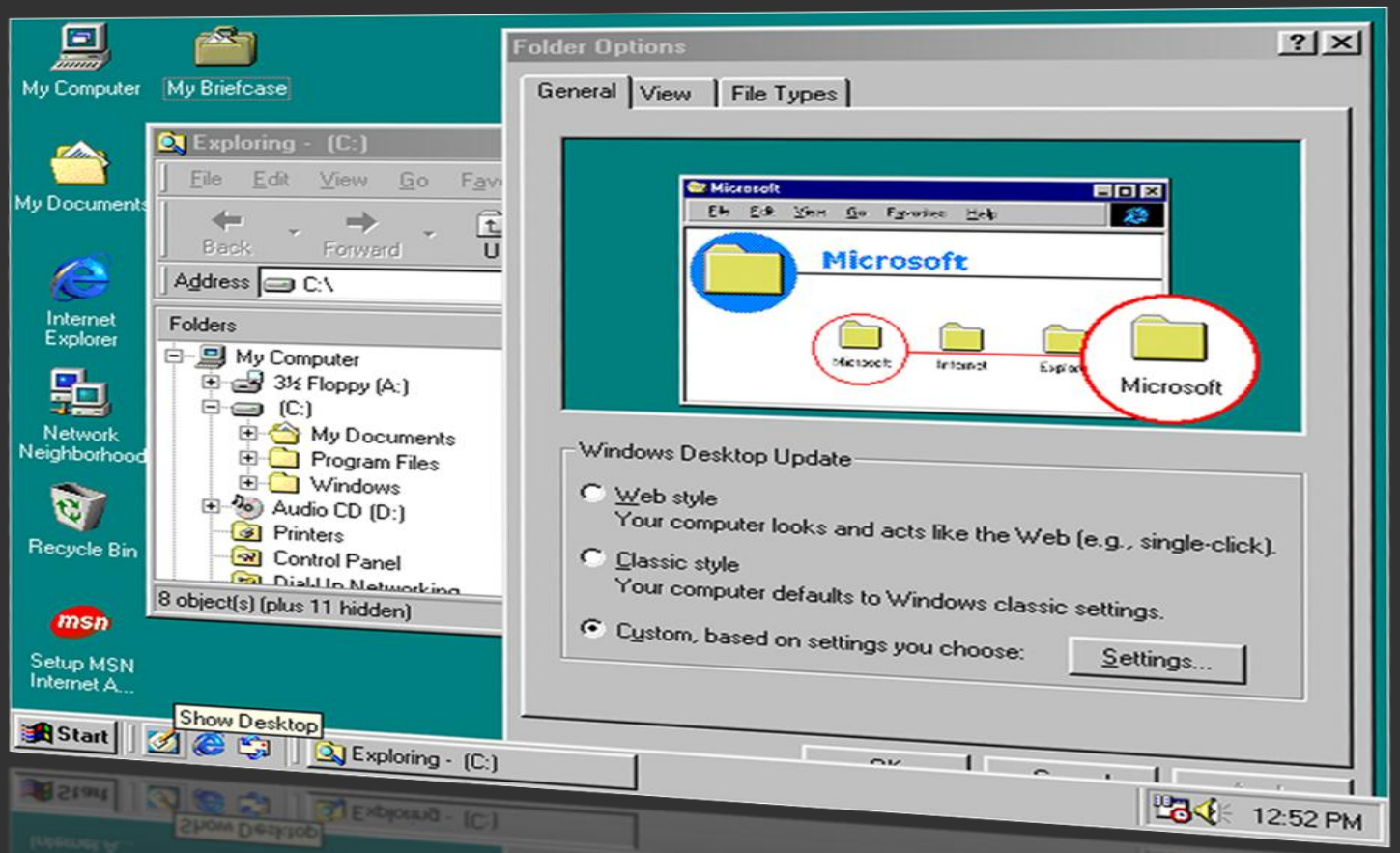
MAIN BODY TACK WELD

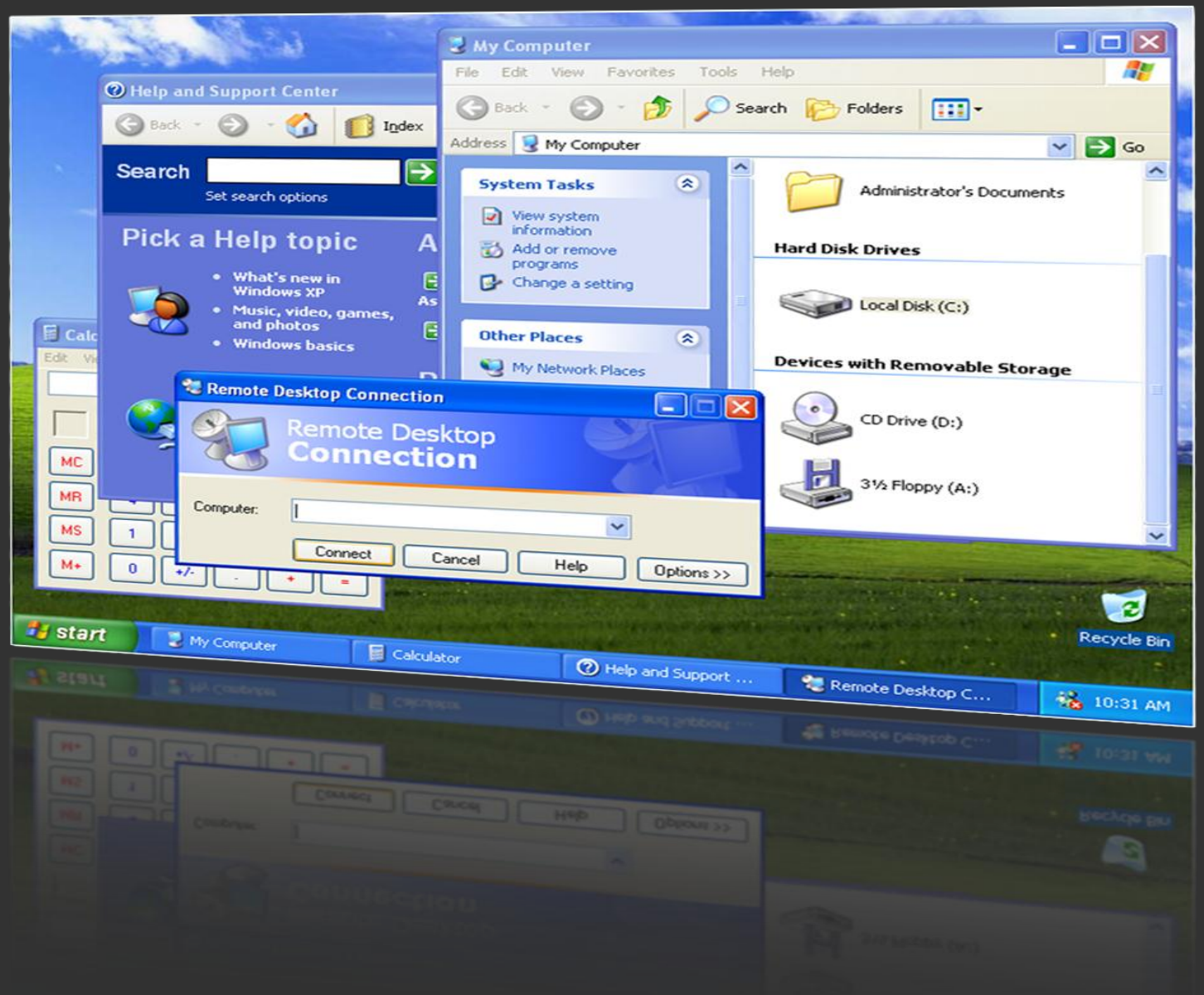
# 1985: Windows 1.0



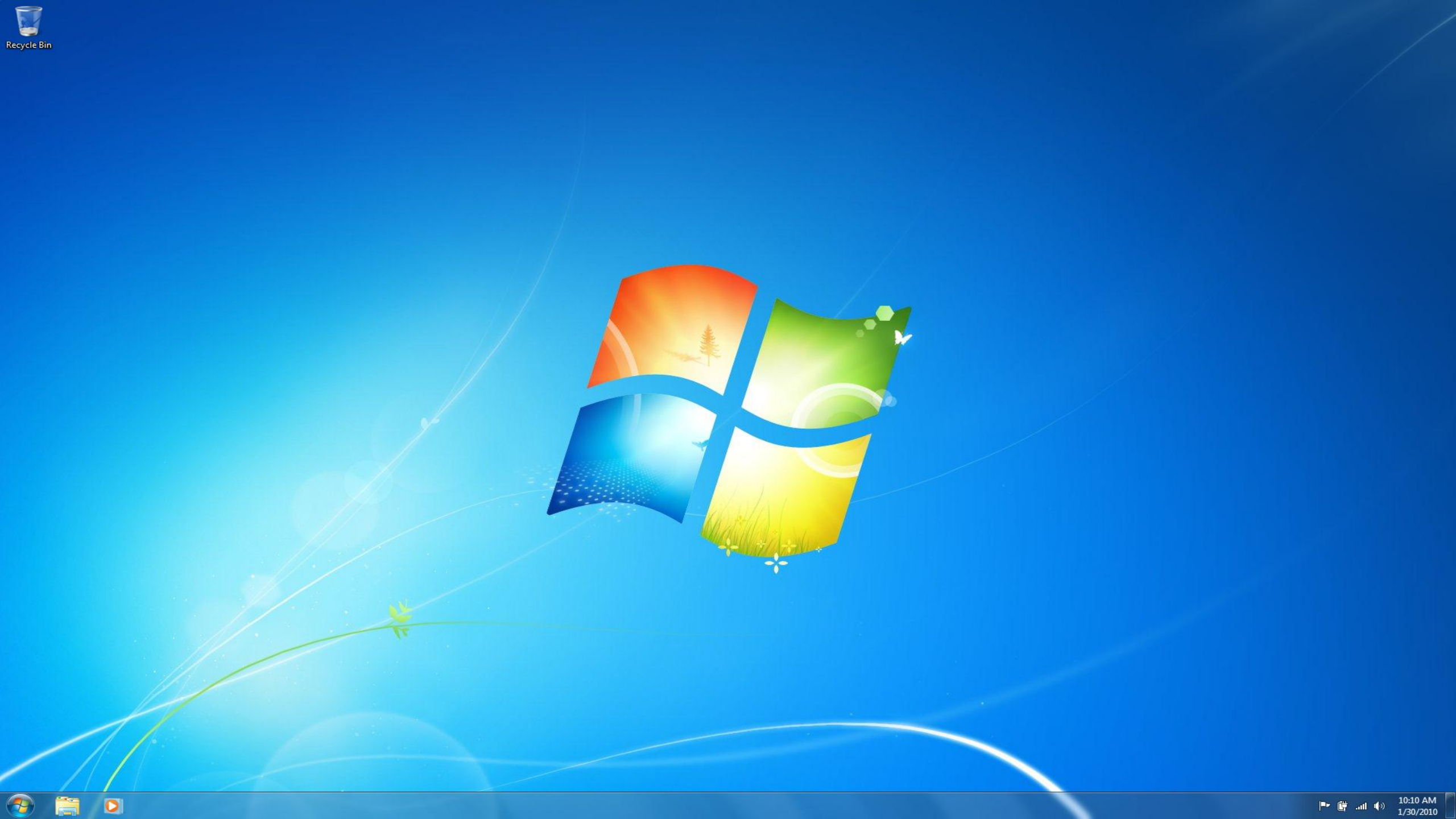

MS-DOS Executive
File View Special
A C C:MS-DOS_6 \WIND
PIF
ABC.TXT
CALC.EXE
CALENDAR.EX
CARDFILE.EX
CLIPBRD.EXE
CLOCK.EXE
CONTROL.EXE
COURA.FON
COURC.FON
COURD.FON
COURE.FON
CUTPAINT.EX
DOTHIS.TXT
EPSON.DRV
HELVA.FON
HELVC.FON
HELVD.FON
TMSR
TMSR
Reversi
Game Skill
Hint
Pass
New
Exit
About Reversi...
Control Panel
Installation Setup Preferences
Time
:14 AM
Date
3/09/03
Blink
Fast
Double Click
Slow Fast
TEST
Clock


Notepad - README.TXT
File Edit Search Help
README.TXT
Program Manager
File Options Window Help
Main
Accessories
Write
Paintbrush
Terminal
Notepad
Recorder
Cardfile
Calendar
Calculator
Clock
PIF Editor
Games
Write - (Untitled)
Clock
M+
0
+/-
.
+
=


My Computer
My Briefcase
My Documents
Internet Explorer
Network Neighborhood
Recycle Bin
Setup MSN Internet A...
Exploring - (C:)
File Edit View Go Fav
Back
Forward
Address C:\
Folders
My Computer
3½ Floppy (A:)
(C:)
My Documents
Program Files
Windows
Audio CD (D:)
Printers
Control Panel
8 object(s) (plus 11 hidden)
Folder Options
General
View
File Types
Microsoft
Windows Desktop Update
Web style
Your computer looks and acts like the Web (e.g., single-click).
Classic style
Your computer defaults to Windows classic settings.
Custom, based on settings you choose:
Settings...
Start
Show Desktop
Exploring - (C:)
12:52 PM


My Computer
File Edit View Favorites Tools Help
Back Search Folders
Address My Computer Go
System Tasks
View system information
Add or remove programs
Change a setting
Other Places
My Network Places
Administrator's Documents
Hard Disk Drives
Local Disk (C:)
Devices with Removable Storage
CD Drive (D:)
3½ Floppy (A:)
Help and Support Center
Back Index
Search
Set search options
Pick a Help topic
What's new in Windows XP
Music, video, games, and photos
Windows basics
Remote Desktop Connection
Remote Desktop Connection
Computer:
Connect Cancel Help Options >>
Recycle Bin
start
My Computer
Calculator
Help and Support ...
Remote Desktop C...
10:31 AM

Marci Hanan
password
options
Windows Vista


Recycle Bin
10:10 AM
1/30/2010

Recycle
10:10 AM
1/30/2010

# The value of design has changed...

## Luxury

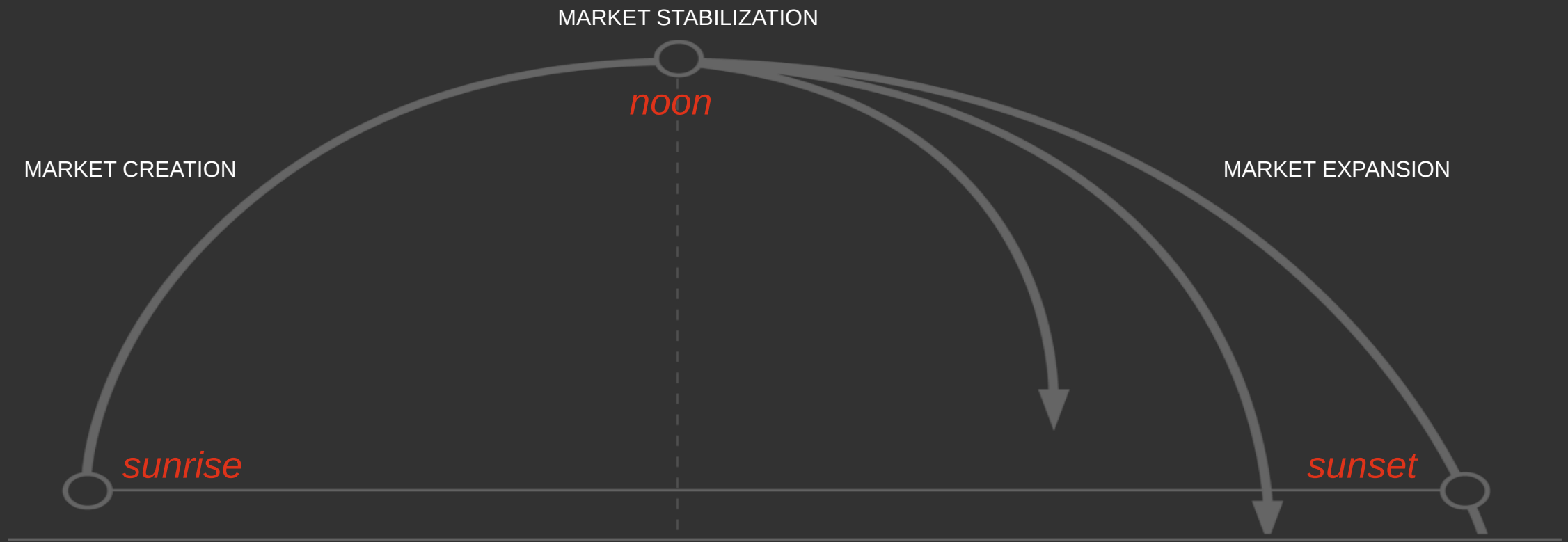
1993 1994 1995 1996 1997 1998 1999 2000 2002 2004 2005 2006 2007 2009 2010

# The value of design has changed...

Critical

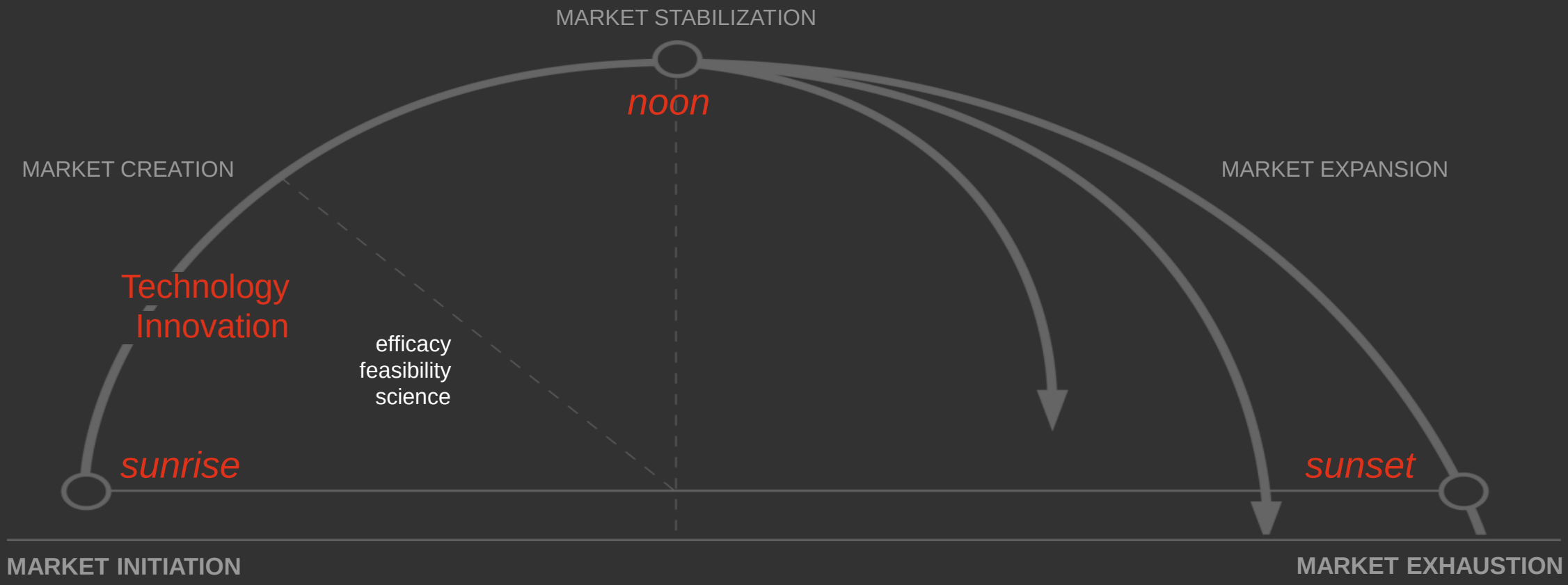
1993 1994 1995 1996 1997 1998 1999 2000 2002 2004 2005 2006 2007 2009 2010

# the lifecycle of technology products



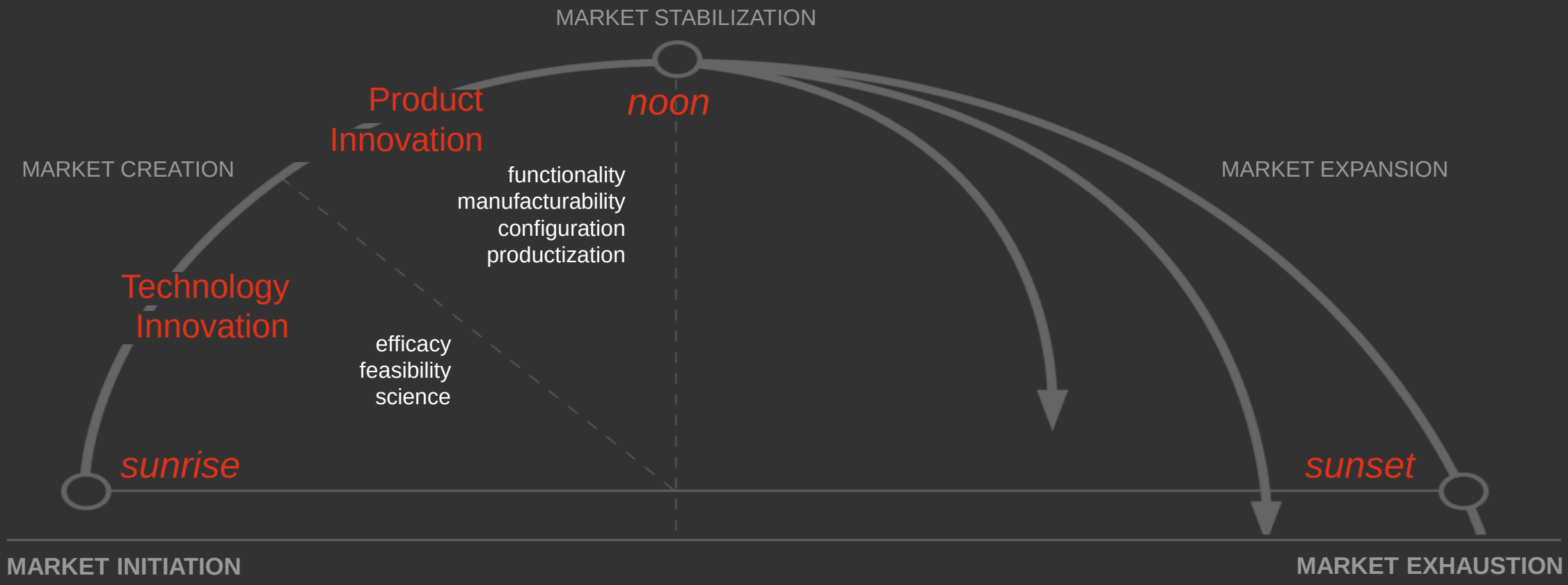

*From Sony's "Digital Dreams: The Work of the Sony Design Center" by Paul Kunkel*

# the lifecycle of technology products



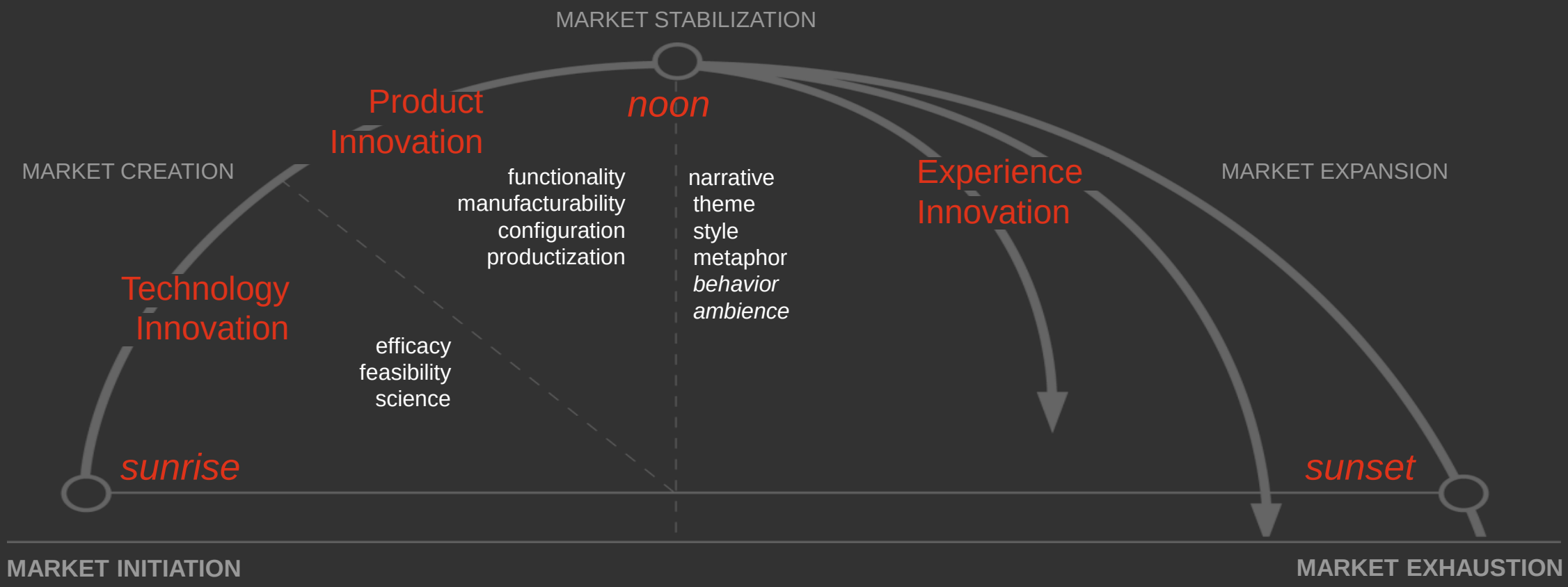

*From Sony's "Digital Dreams: The Work of the Sony Design Center" by Paul Kunkel*

# the lifecycle of technology products




*From Sony's "Digital Dreams: The Work of the Sony Design Center" by Paul Kunkel*

# the lifecycle of technology products



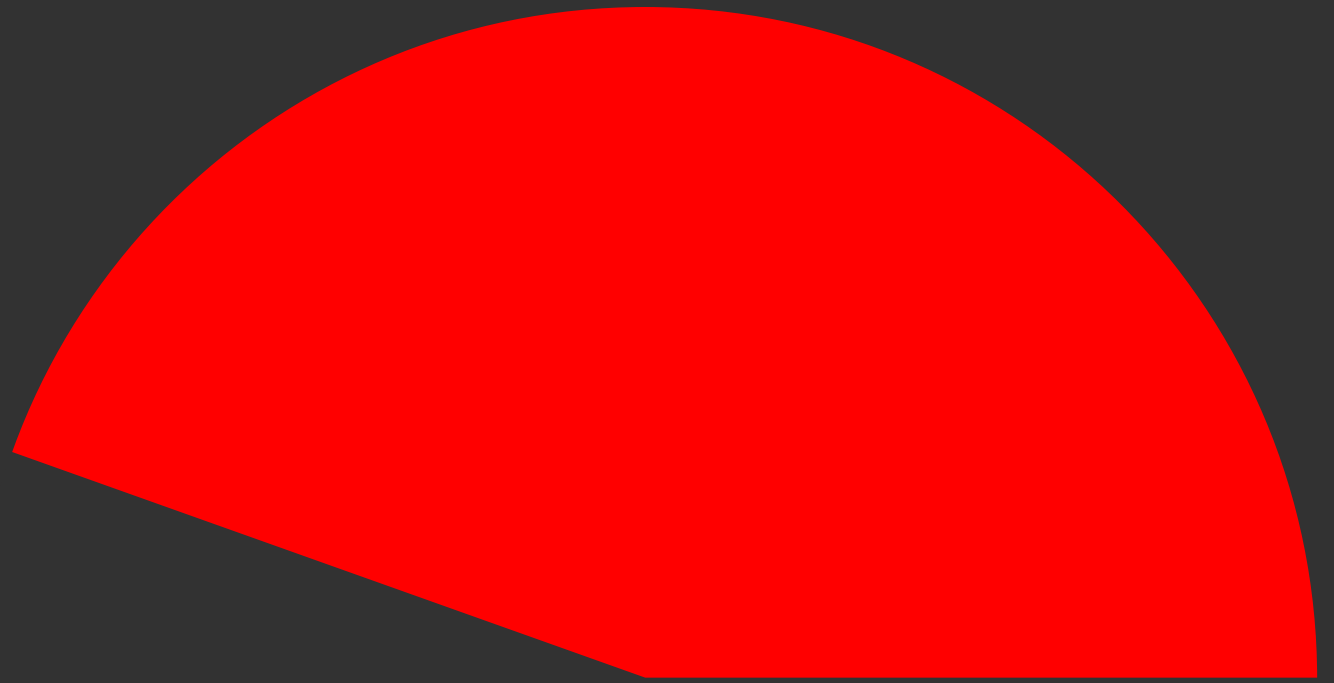

*From Sony's "Digital Dreams: The Work of the Sony Design Center" by Paul Kunkel*

BEWARE
OF THE DOG
Loyalty

Trust

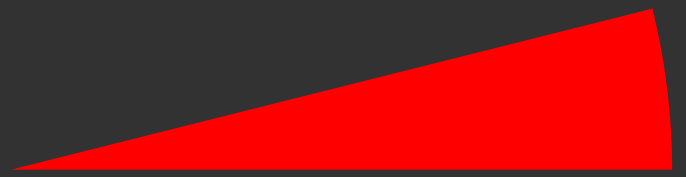
Amount spent annually
on TV advertising:
$90 Billion

*TV In The Dark, Bryan Keefer, Columbia Journalism Review, 2007*



Only 40% of consumers have any positive opinion on advertising

Only 22% of advertisers believe that TV ads are effective



Only 6% of consumers
say they believe ads

# Power Shift

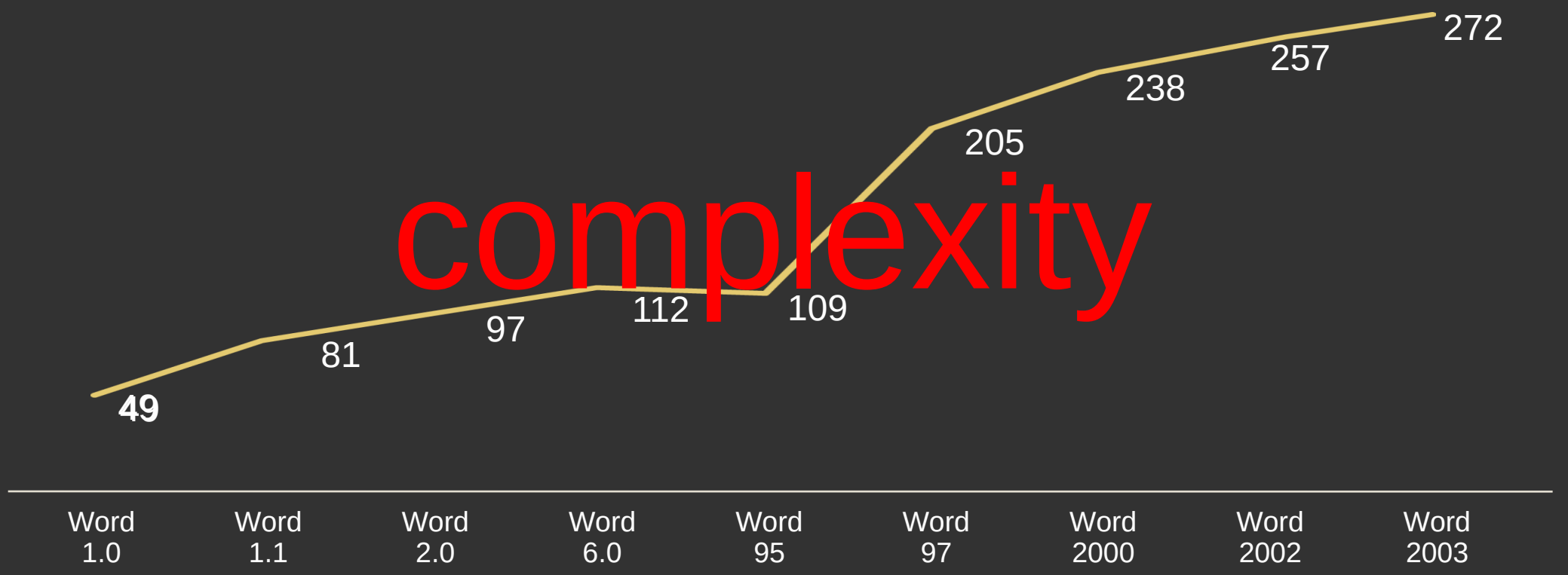
| | | |
|---|---|---|
| Economy of Scale | > | Economy of Choice |
| Simple markets | > | Complex markets |
| National markets | > | Global markets |
| Opportunistic | > | Cynical Consumers |
| Extrinsic Value | > | Intrinsic Value |

Producers were powerful

Consumers are powerful

Markets of one

# menu commands in Word over time



200+

NUMBER OF PRODUCTS WE RELEASED LAST YEAR

pace

# 1,000,000,000

NUMBER OF USERS OF WINDOWS IN THE NEXT DECADE

# scale

# diversity

130+

NUMBER OF LANGUAGES SUPPORTED
BY WINDOWS

# ~650,000

NUMBER OF SOFTWARE COMPANIES
WORLDWIDE WHO  BUILD PRODUCTS
THAT RUN ON WINDOWS

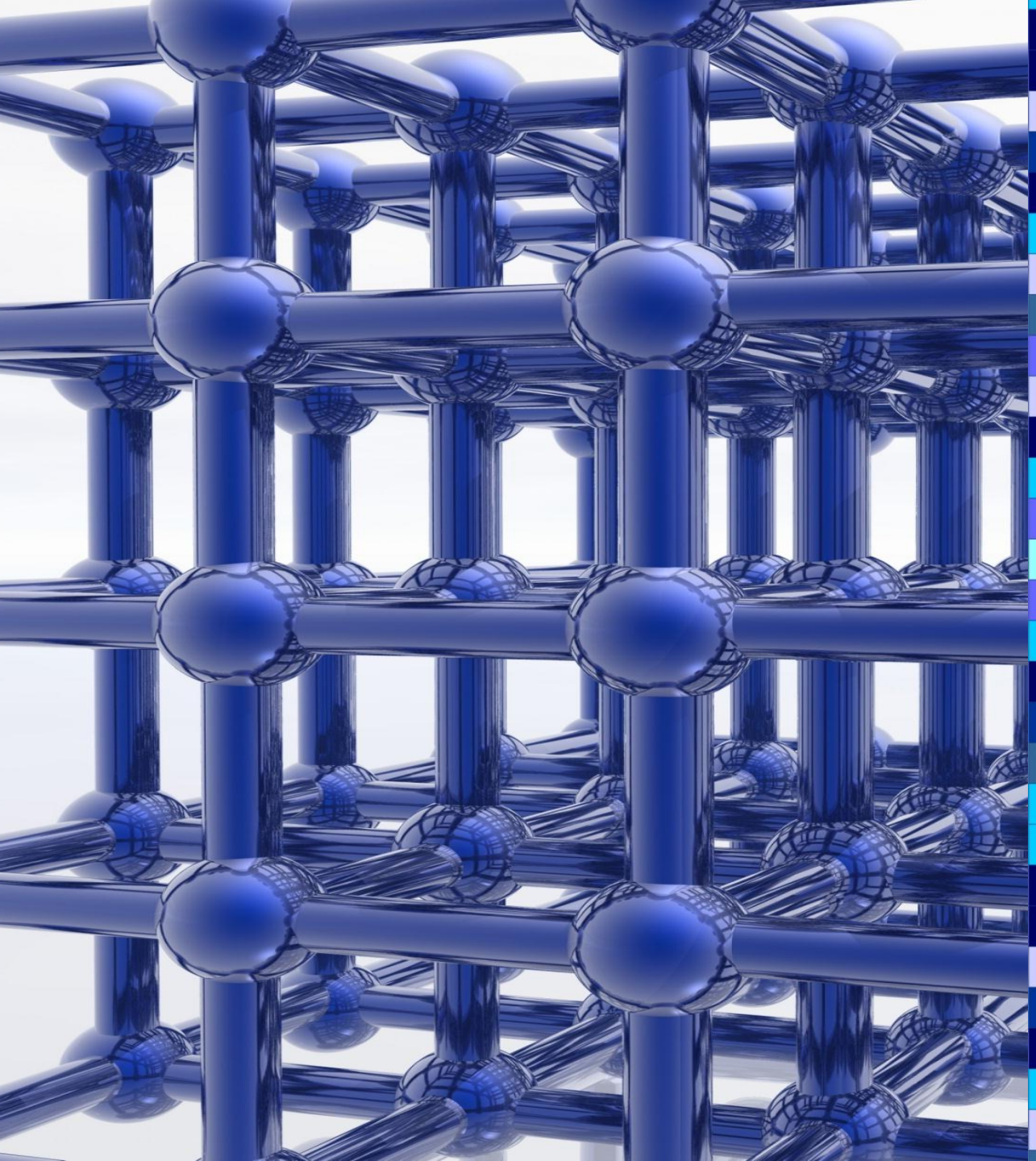
# partnering

# collaboration

360+

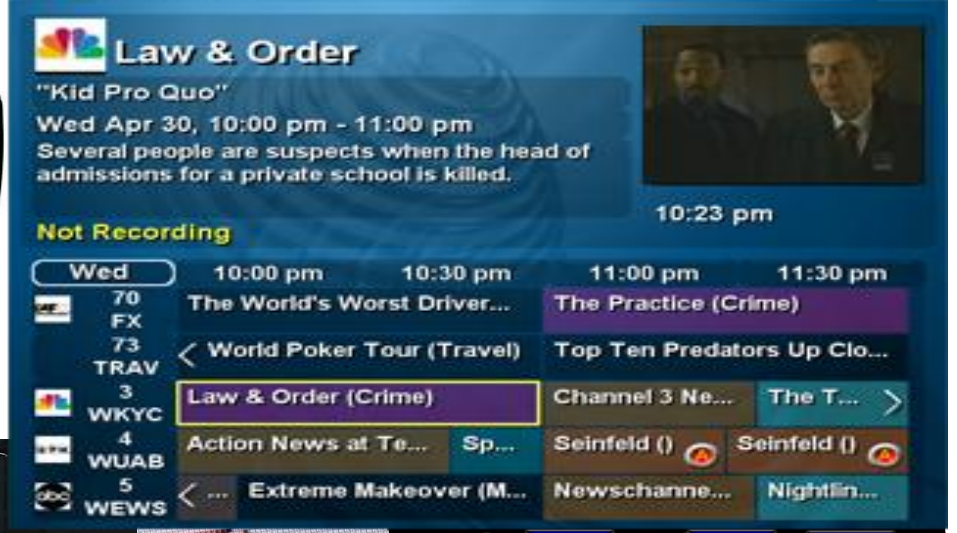
NUMBER OF
INTERNAL PRODUCT
DEVELOPMENT TEAMS

zune

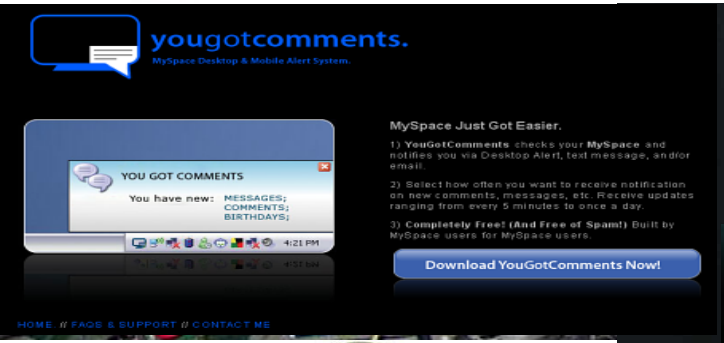


OMRON
Walking style
10258
12:03
RESET
MEMORY
SET
MODE

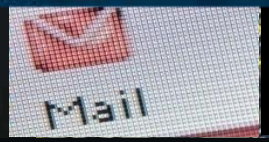
7:30
POWER
ALARM RESET
PLAY/PAUSE


Law & Order
"Kid Pro Quo"
Wed Apr 30, 10:00 pm - 11:00 pm
Several people are suspects when the head of admissions for a private school is killed.
10:23 pm
Not Recording
Wed
10:00 pm
10:30 pm
11:00 pm
11:30 pm
70 FX
The World's Worst Driver...
The Practice (Crime)
73 TRAV
World Poker Tour (Travel)
Top Ten Predators Up Clo...
3 WKYC
Law & Order (Crime)
Channel 3 Ne...
The T...
4 WUAB
Action News at Te...
Sp...
Seinfeld ()
Seinfeld ()
5 WEWS
Extreme Makeover (M...
Newschanne...
Nightlin...

GARMIN
54.0
500
00:10
09:36
Right onto I-35
N to Kansas City


yougotcomments.
MySpace Desktop & Mobile Alert System.
YOU GOT COMMENTS
You have new: MESSAGES; COMMENTS; BIRTHDAYS;
MySpace Just Got Easier.
1) YouGotComments checks your MySpace and notifies you via Desktop Alert, text message, and/or email.
2) Select how often you want to receive notification on new comments, messages, etc. Receive updates ranging from every 5 minutes to once a day.
3) Completely Free! (And Free of Spam!) Built by MySpace users for MySpace users.
Download YouGotComments Now!
HOME // FAQS & SUPPORT // CONTACT ME

Fresh Pizza
Frozen Pizza
Grill Oven
PAUSE CANCEL
START


Mail

12:00

CASIO
F-91W
ALARM CHRONOGRAPH
10:58
WATER
WR
RESIST

FOX
8:05
CLOCK
SET CLOCK
INCREMENT
BACKLIGHT
kg/lb
0.00
SCALE
UNITS
ZERO
STORE/RETRIEVE
EXIT RETRIEVE
PREVIOUS
NEXT
DELETE
DELETE ALL
DELETE LAST
DIGITAL SCALES

8:05

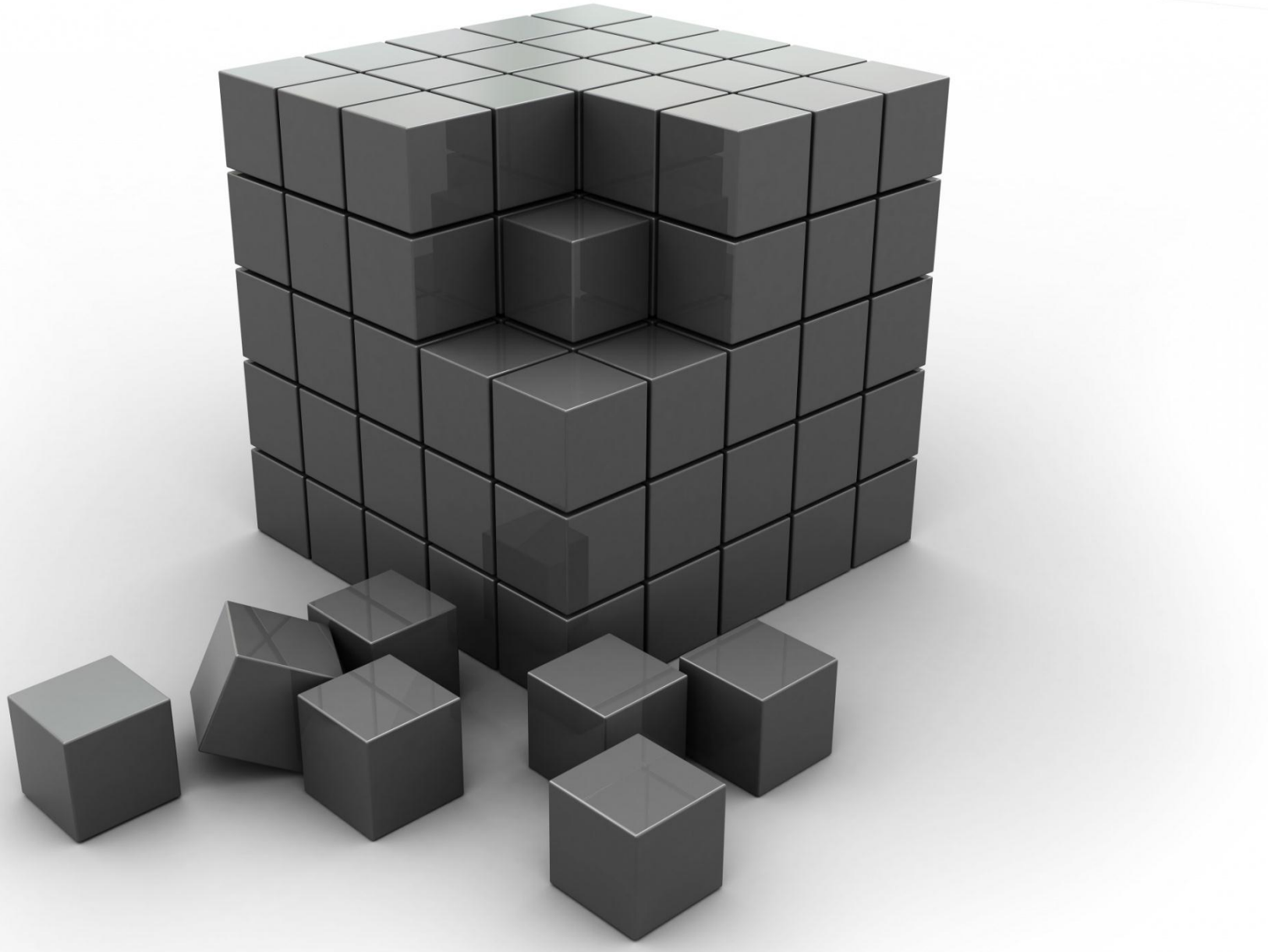
Operator
MOBILE PHONETOOLS
MENU
YES
NO
BVRP

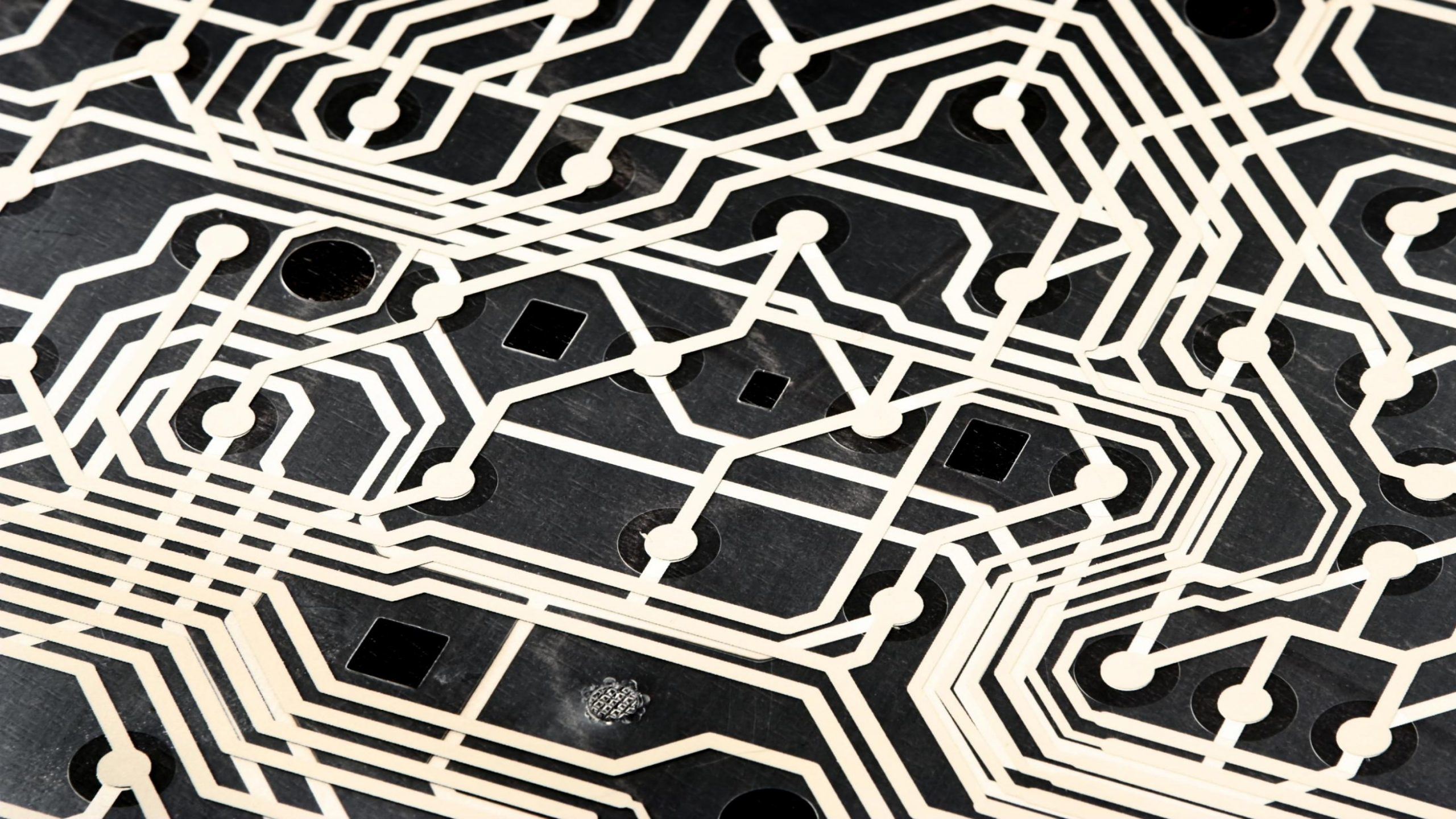
BOOST PUMP OFF
TAKE OFF TRIM
OUT
IN
FAST
NOT LOCKED
FAST
ENG ICE
NOSE
L MAIN
R MAIN
LANDING GEAR POSITION
FLAPS
PERCENT EXTENDED
CLI—MB
DI—VE
FUEL TO CAGE
RADIO MAGNETIC INDICATOR
ALT
CLIMB
COURSE
GLIDE SLOPE
LOC OR RANGE
SET
4 MIN TURN
DO NOT ELEC
FUEL QUANTITY
EXH. TEMP
OIL PRESS
LANDING GEAR
TOTAL
LEFT
RIGHT
NORMAL
EMERGENCY
PITOT HEAT
AUTOMATIC
HORN
SILENCE
INV
MAIN
SPARE
BATTERY
L GEN
R GEN
LEFT IGNITION-STARTER
FUEL BOOST PUMP
BRIGHT
DIM
WARNING LIGHTS
STROBE & POS LT
POS LT ONLY
LIGHTS
ANTI COLLISION BEACON
EMERGENCY

technology
innovations are
successfully
mastering
complexity

the real
innovation
challenge
today is to
master
simplicity

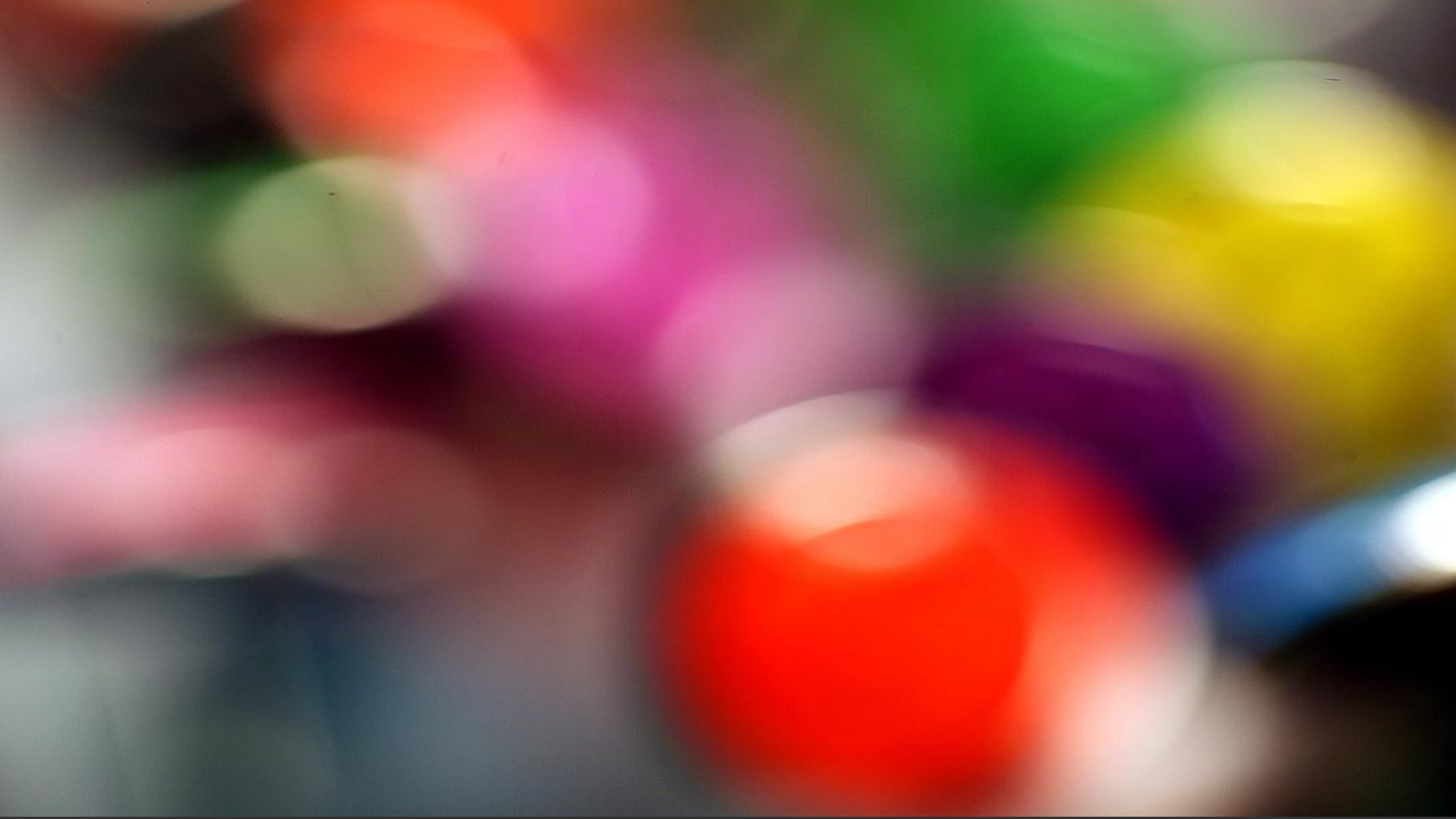
wicked problems





## Left Brain

uses logic
detail oriented
facts rule
words and language
time aware
can comprehend
order/pattern perception
knows object name
reality based
forms strategies
practical
safe



## Right Brain

nonlinear

"big picture" oriented

imagination rules

presents possibilities

uses feeling

symbols and images

meaning-centered

believes

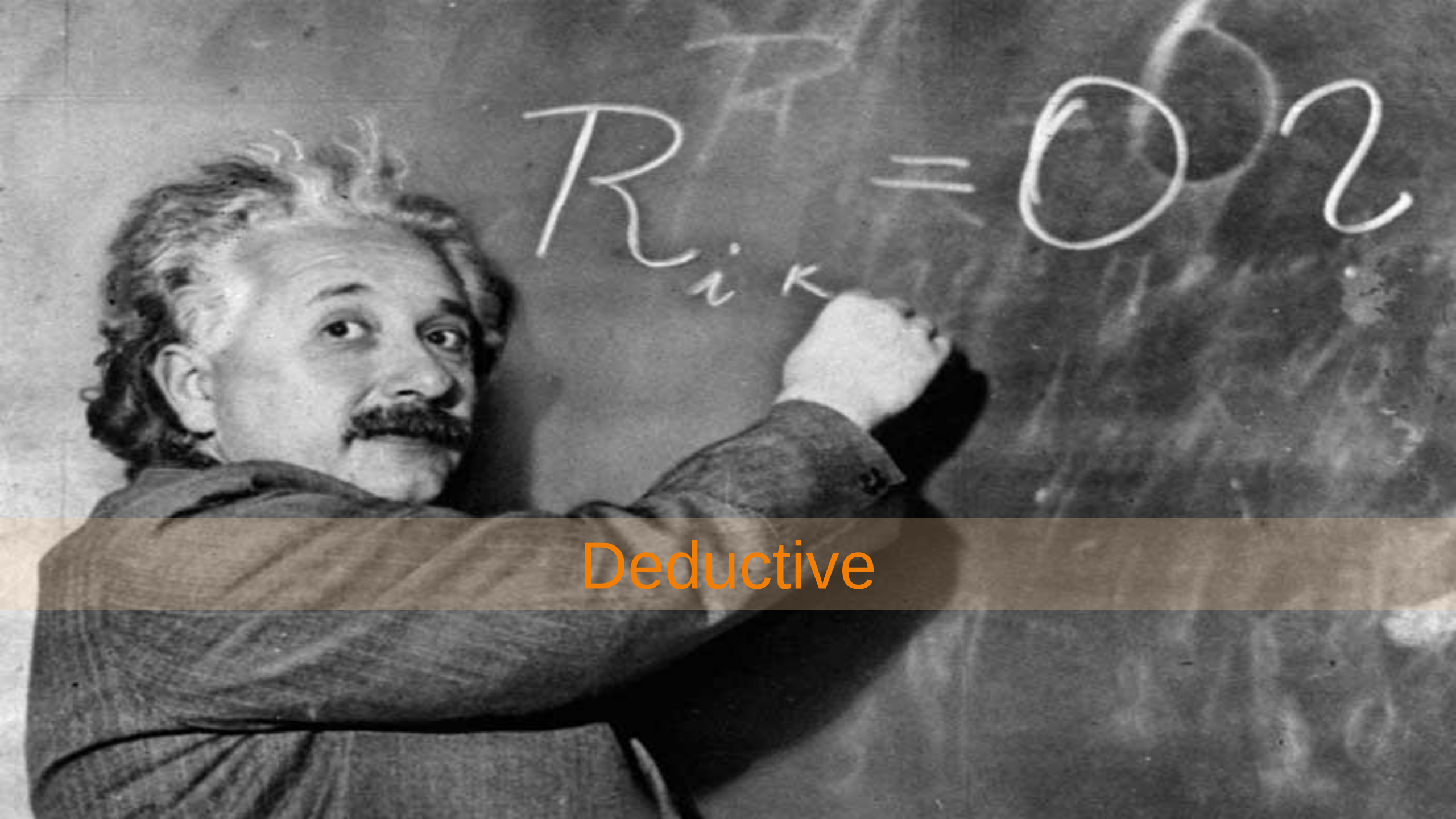
appreciates

spatial

fantasy based

risk taking

Whole Brain Creativity




# Deductive

Inductive

# Abductive

people first

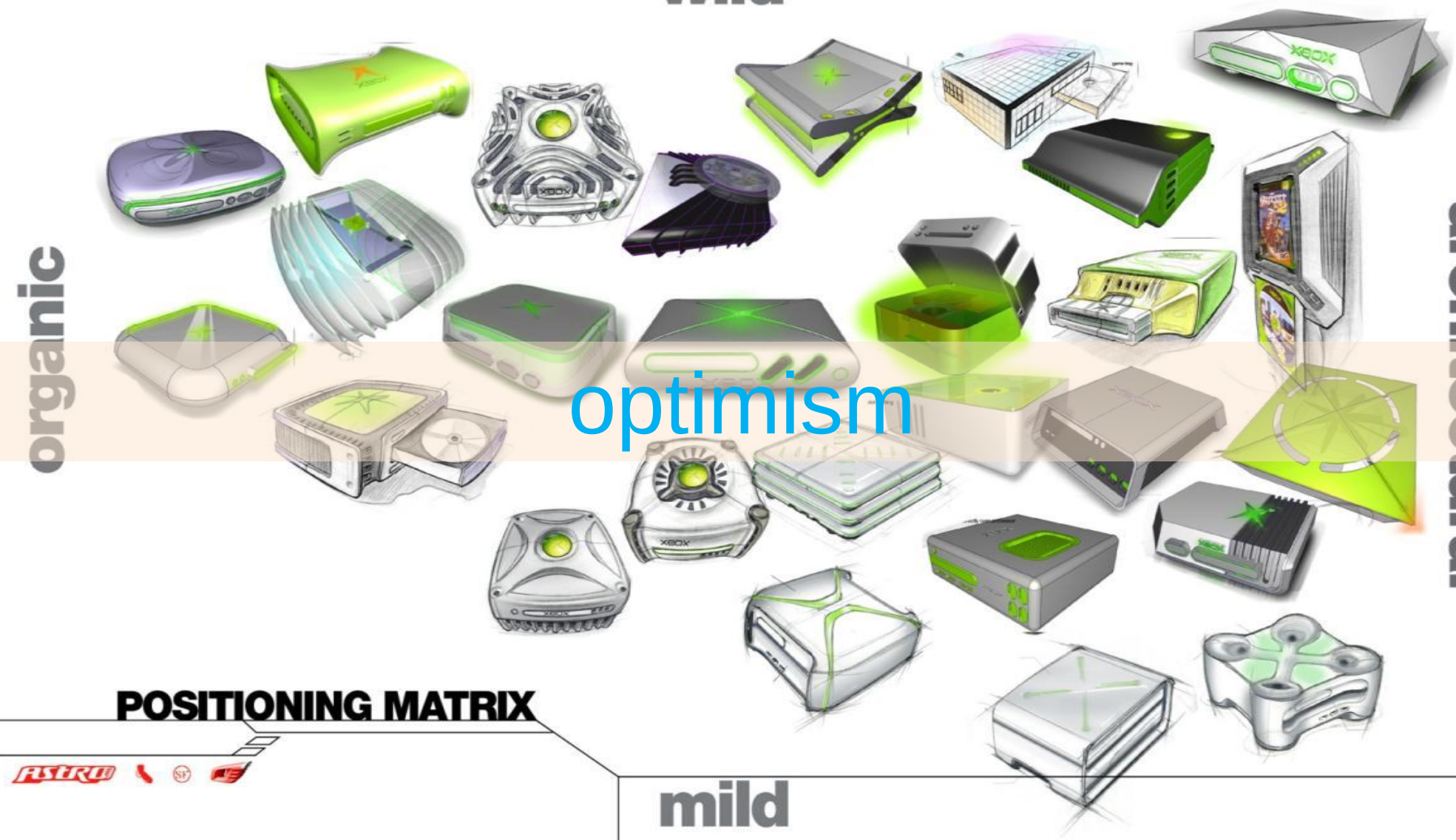
# experimentalism

wild

organic

architectural

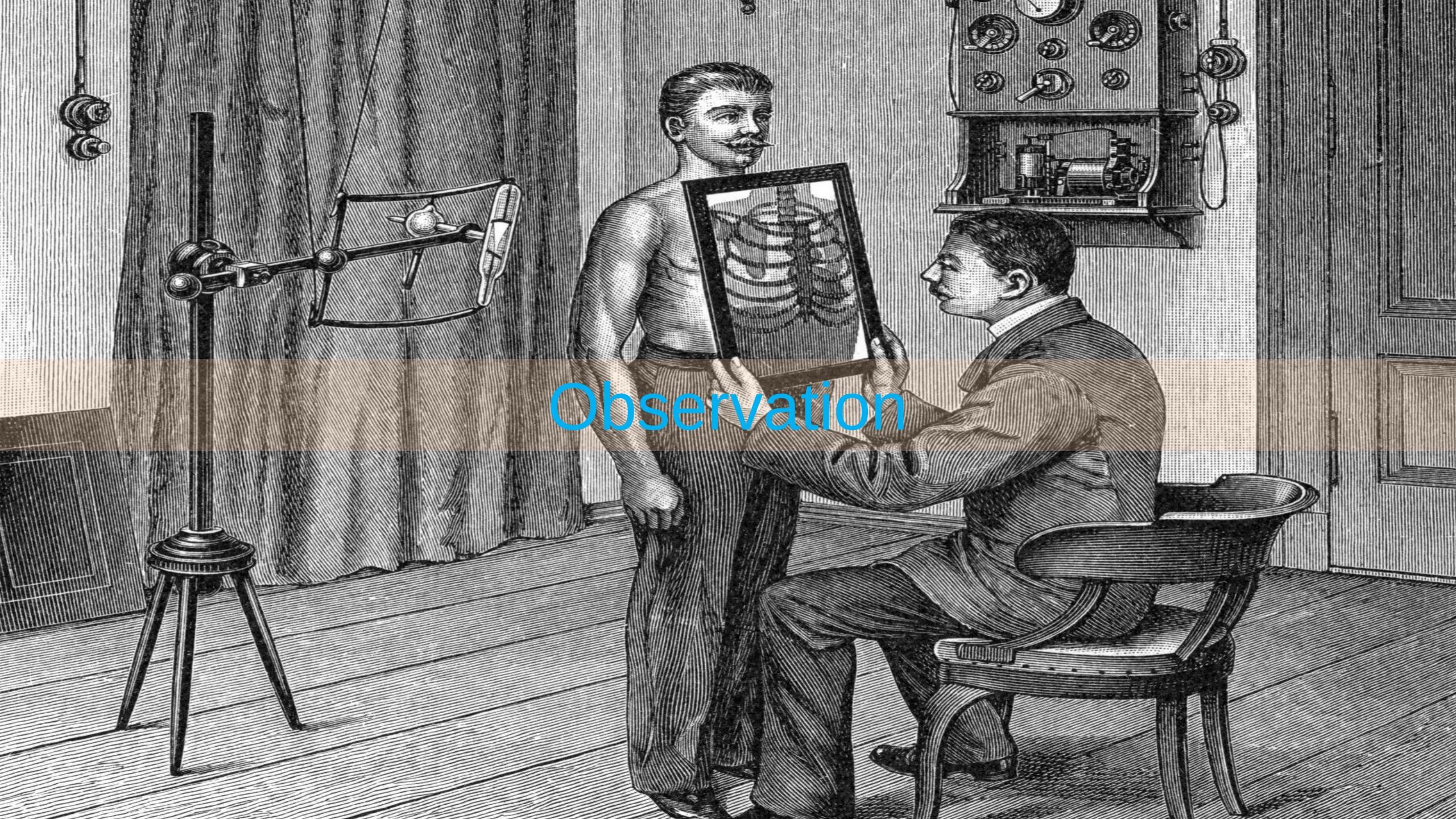
optimism



mild

POSITIONING MATRIX

Collaboration

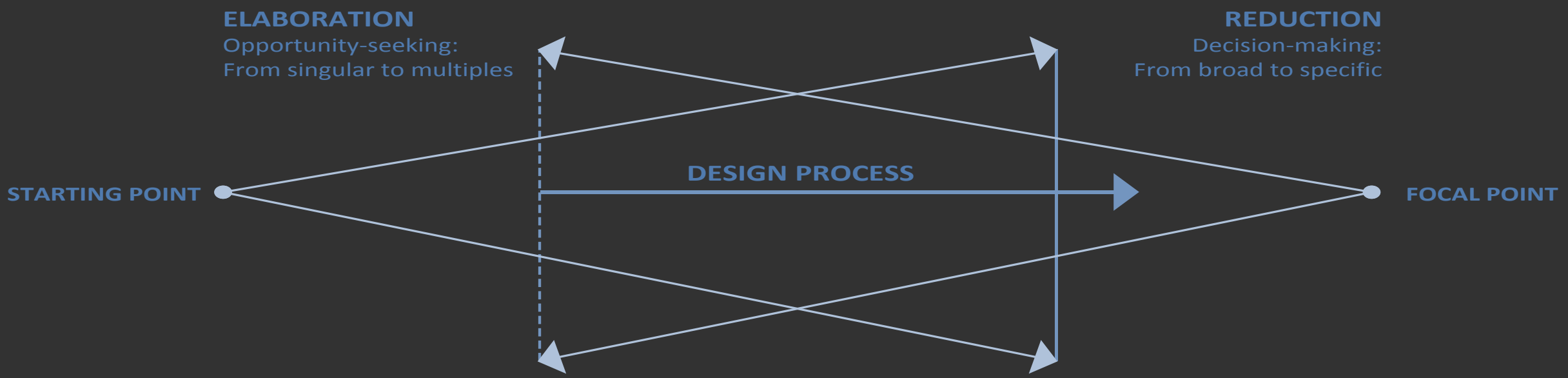

Observation

F
I
H
G

Microsoft

Ethnography
Market Analysis
Personas
Scenarios
Brainstorms
Focus Groups
Storyboards
Prototypes
Iteration
Visuals
Comps
Detailed Specs
Built Product
Understand
Envision
Specify
Implement

# Laseau's Funnel




Laseau 1980

# 1.
# you can’t know the tiger until you live in the jungle

# Living with Windows

# 2.
# gather deep user evidence

1.2 billion

DATA SESSIONS COLLECTED

1.8 million

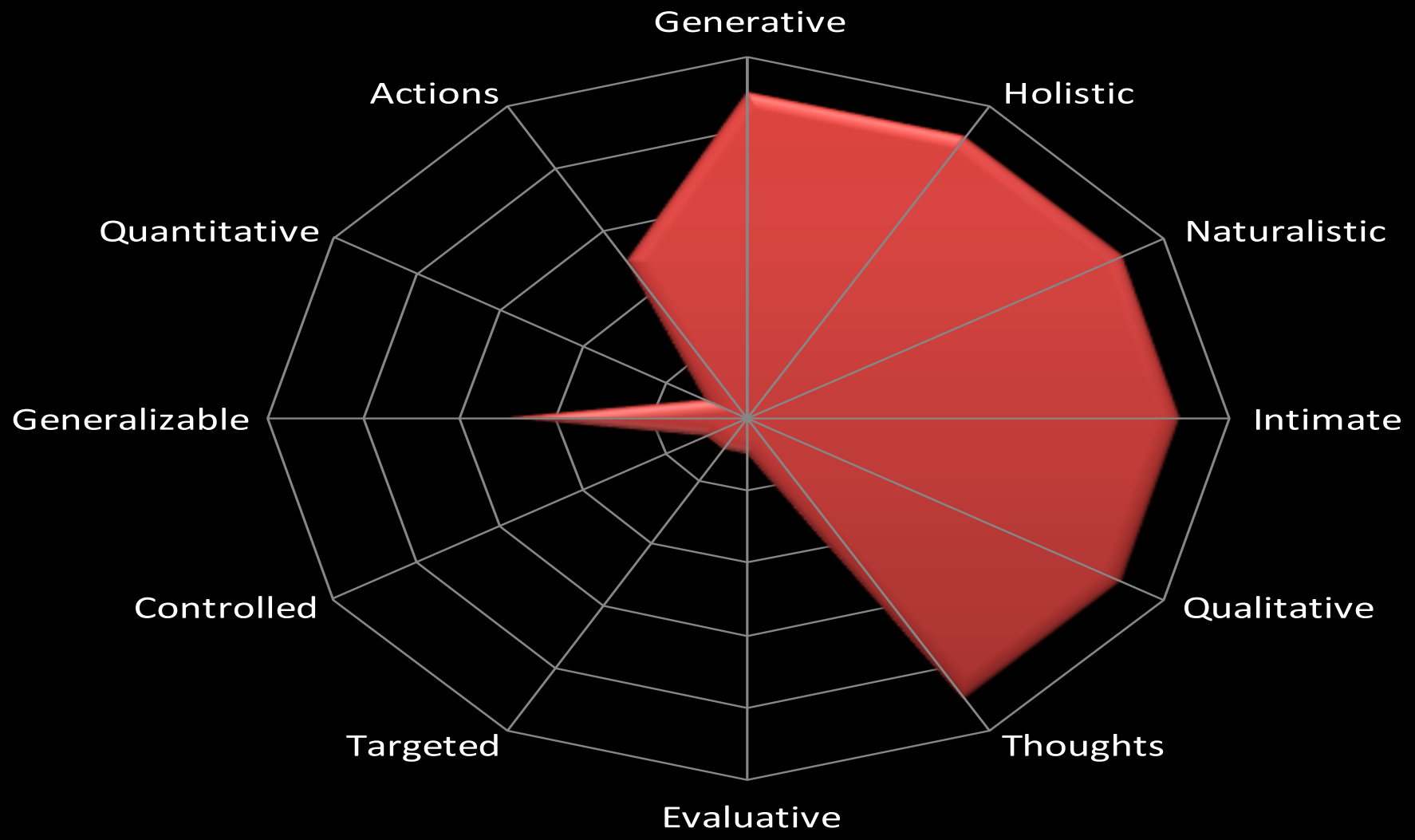
SESSIONS PER DAY

352 million

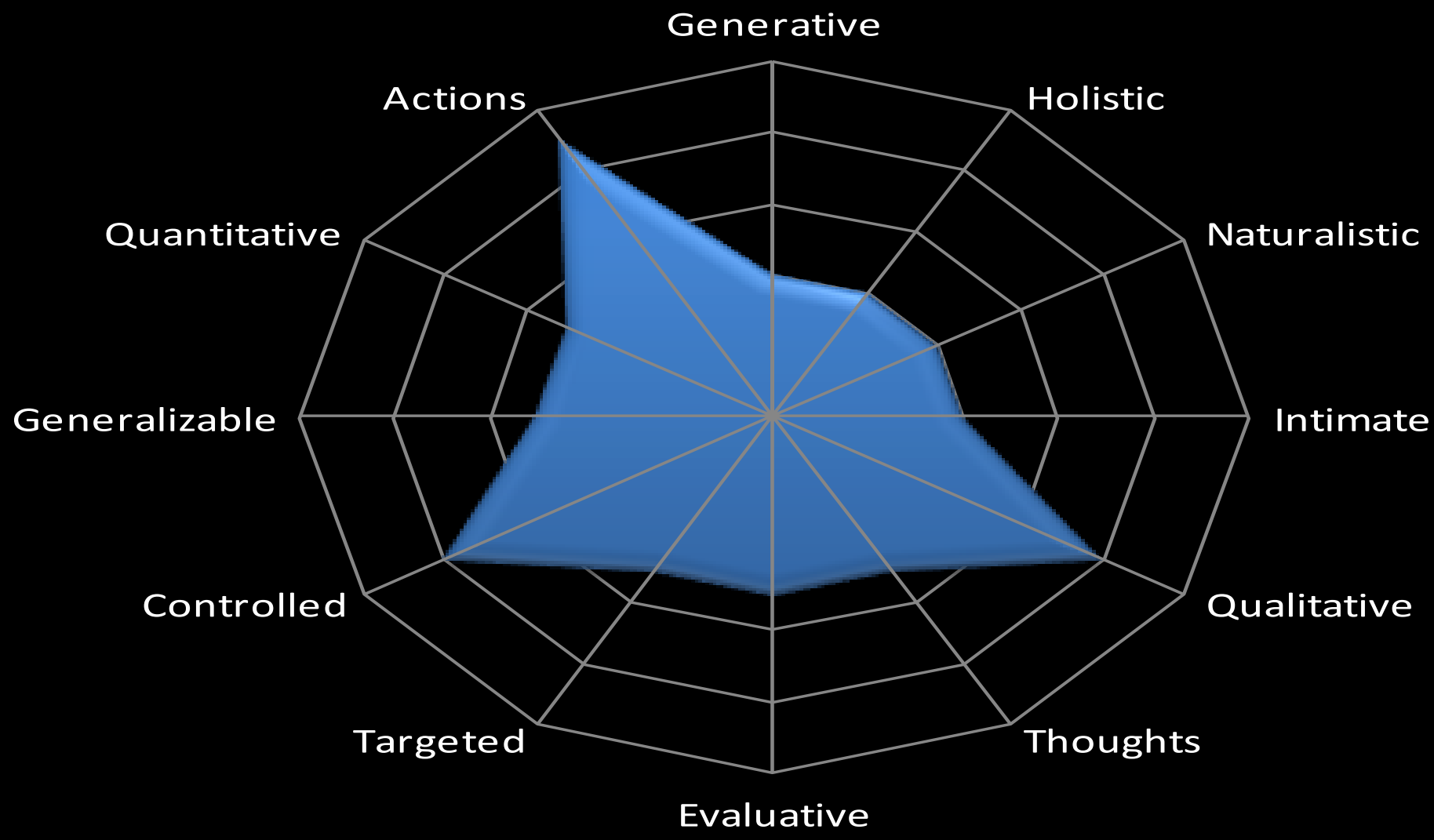
COMMAND BAR CLICKS (90 DAYS)

# 3.
# understand
# intimacy & scale

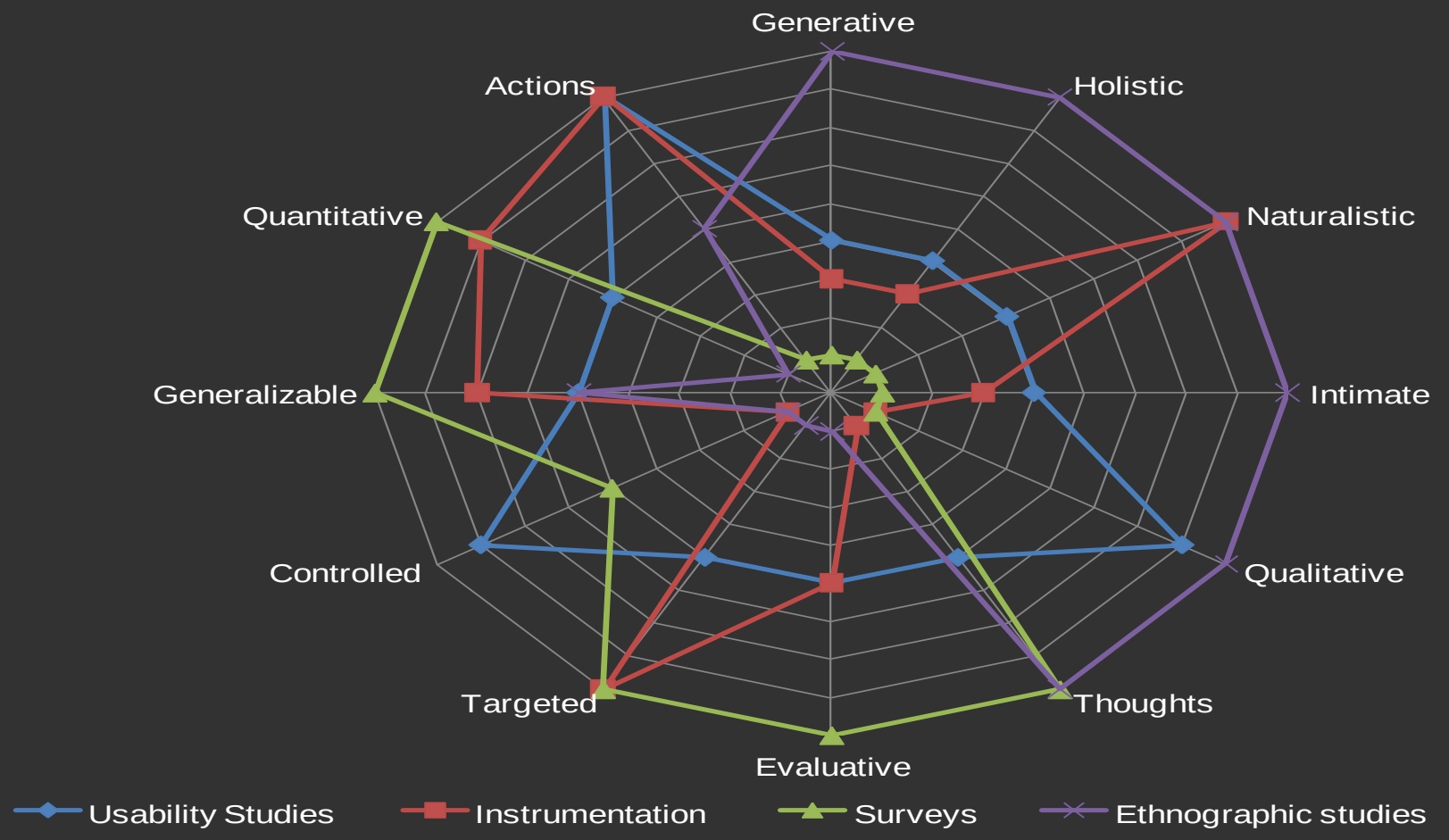
# Classic ethnographic research

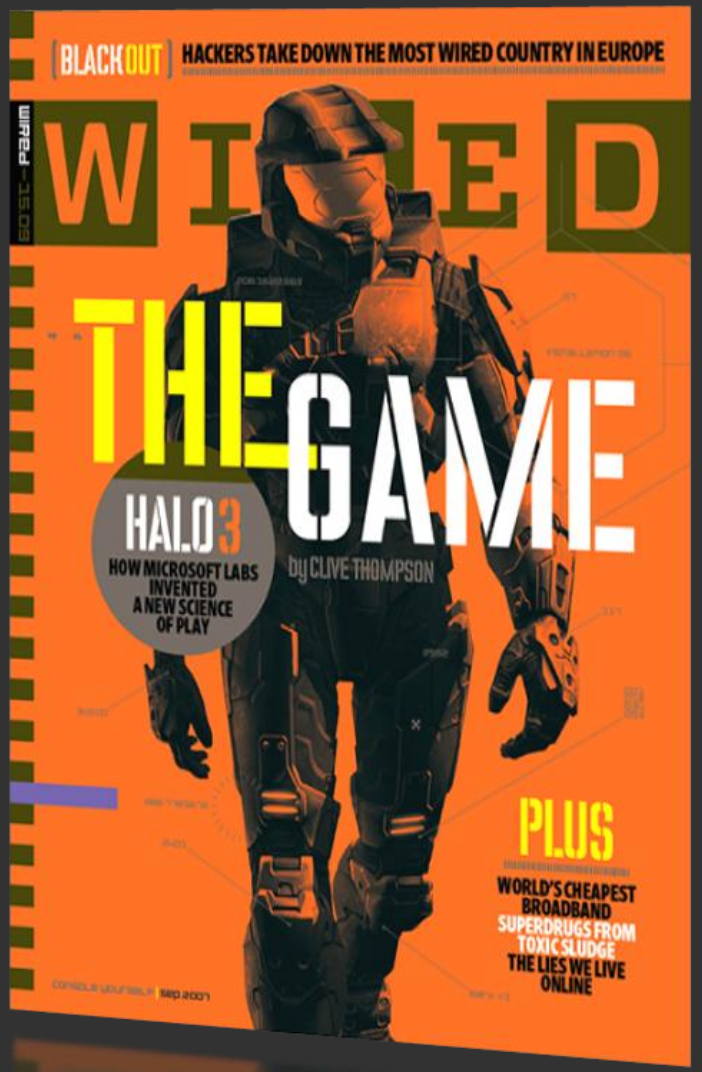


# Classic behavioral research

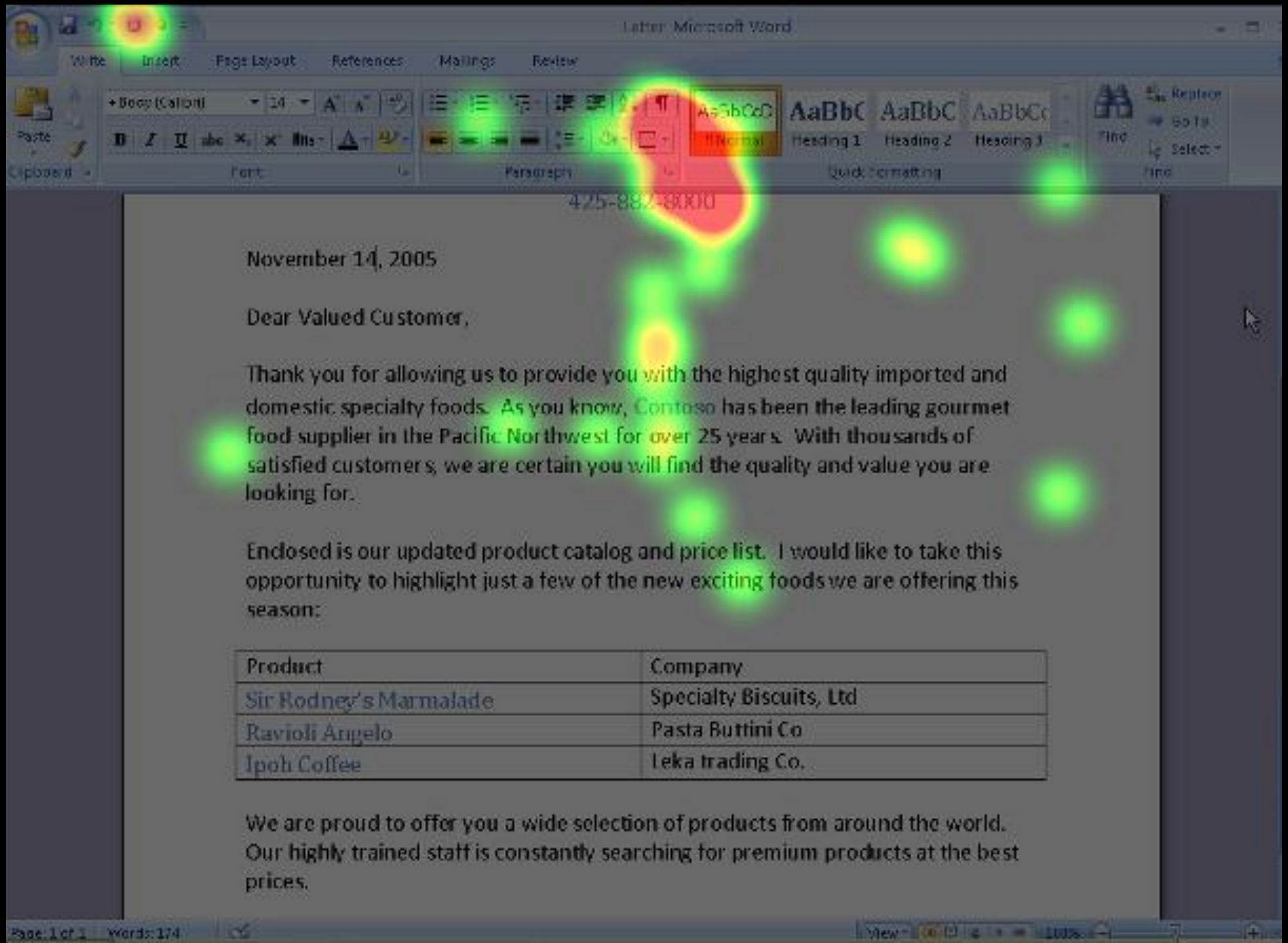


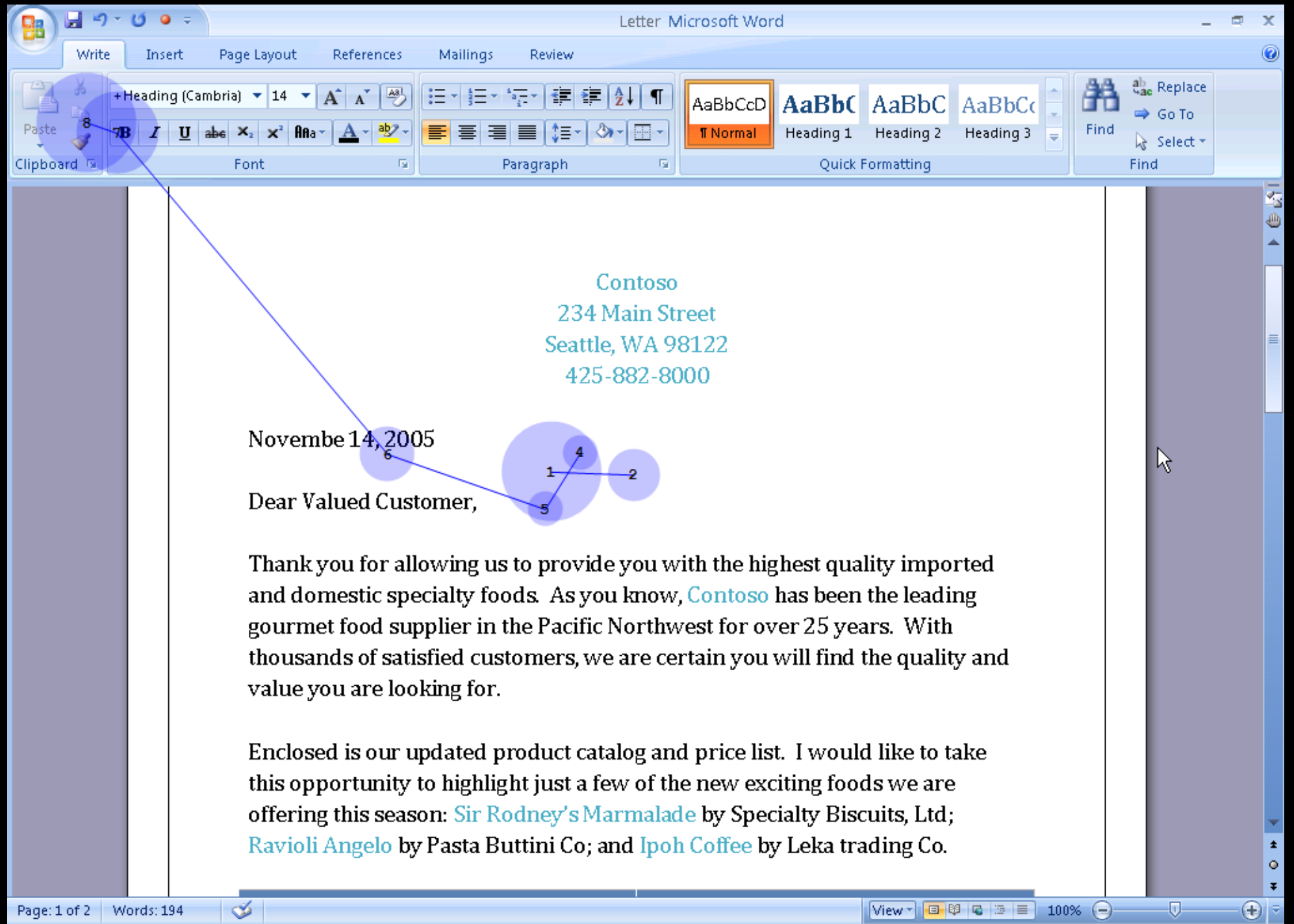
# Scaled Intimacy




[BLACKOUT] HACKERS TAKE DOWN THE MOST WIRED COUNTRY IN EUROPE
WIRED
THE GAME
HALO 3
HOW MICROSOFT LABS INVENTED A NEW SCIENCE OF PLAY
by CLIVE THOMPSON
PLUS
WORLD'S CHEAPEST BROADBAND
SUPERDRUGS FROM TOXIC SLUDGE
THE LIES WE LIVE ONLINE

# 4.
# create rich evocative models


Letter - Microsoft Word
Write
Insert
Page Layout
References
Mailings
Review
Paste
Clipboard
Font
Paragraph
Heading 1
Heading 2
Heading 3
Quick Formatting
Find
Replace
Go To
Select
Editing
425-882-8080
November 14, 2005
Dear Valued Customer,
Thank you for allowing us to provide you with the highest quality imported and domestic specialty foods. As you know, Contoso has been the leading gourmet food supplier in the Pacific Northwest for over 25 years. With thousands of satisfied customers, we are certain you will find the quality and value you are looking for.
Enclosed is our updated product catalog and price list. I would like to take this opportunity to highlight just a few of the new exciting foods we are offering this season:
Product
Company
Sir Rodney's Marmalade
Specialty Biscuits, Ltd
Ravioli Angelo
Pasta Buttini Co
Ipoh Coffee
Leka trading Co.
We are proud to offer you a wide selection of products from around the world. Our highly trained staff is constantly searching for premium products at the best prices.
Page: 1 of 1
Words: 174
100%


Letter Microsoft Word
Write
Insert
Page Layout
References
Mailings
Review
Paste
+Heading (Cambria)
14
Clipboard
Font
Paragraph
AaBbCcD
¶ Normal
AaBbC
Heading 1
AaBbC
Heading 2
AaBbCc
Heading 3
Quick Formatting
Find
Replace
Go To
Select
Find
Contoso
234 Main Street
Seattle, WA 98122
425-882-8000
Novembe 14, 2005
Dear Valued Customer,
Thank you for allowing us to provide you with the highest quality imported and domestic specialty foods. As you know, Contoso has been the leading gourmet food supplier in the Pacific Northwest for over 25 years. With thousands of satisfied customers, we are certain you will find the quality and value you are looking for.
Enclosed is our updated product catalog and price list. I would like to take this opportunity to highlight just a few of the new exciting foods we are offering this season: Sir Rodney's Marmalade by Specialty Biscuits, Ltd; Ravioli Angelo by Pasta Buttini Co; and Ipoh Coffee by Leka trading Co.
Page: 1 of 2
Words: 194
View
100%

## COMPANY

**Charlie** • President

Charlie keeps the business viable by determining product and company direction. He is involved with all departments and depends on accurate information from his staff.

## SMALL BUSINESS

**Stan**
Small Business Owner

Stan manages the business from start to finish. He is responsible for everything and has to understand every aspect of the business.

### SERVICE

**Debra** • Office Manager

Debra keeps the company running by taking care of the bills and payments so they have enough cash to operate. She is also the communication hub of the small business.

### RETAIL

**Lacy** • Store Manager

Lacy interacts with everybody in the business and is the primary contact for all suppliers and shippers. She and her team are accountable to Stan.

**Jeremy** • Cashier

Jeremy assists customers, rings up the sales, performs tax, inventory counts, and gives Lacy insight into customers.

We commonly see two distinct types of small businesses: retail and service based. Since in the small business owner is both roles, we present in each case one subtype.

SMALL SERVICE

SMALL RETAIL

## OPERATIONS

**Vince**
Operations Manager

Vince ensures the timely and cost-effective delivery of products by managing the operations of the logistics, production, service departments.

### LOGISTICS

**Ricardo** • Quality Controller

Ricardo maintains traceability support documentation and ensures product quality by inspecting received and shipped products.

**Karl** • Materials Manager

Karl ensures that materials, scrap and products reach their destination on time. He ensures that replenishment and shipping processes are optimized for reliability, speed and cost.

**Ellen** • Warehouse Manager

Ellen ensures that inventory levels are accurate and that periodic physical inventory counts occur. She optimizes the warehouse and focuses on low-cost production.

**John** • Warehouse Worker

John puts received items away and picks items that need shipping. John works for direction from Sammy or Ellen.

**Sammy** • Shipping and Receiving

Sammy manages shipping and receiving goods and verifies them against purchase orders. He also supervises the other warehouse employees.

**Inga** • Purchasing Manager

Inga sources the right quality products from the right supplier at the right price. She understands vendor performance, and, with the supply chain-related departments, Inga categorizes day-to-day purchasing activities to Alicia.

**Alicia** • Purchasing Agent

Alicia orders materials and supplies. She follows up on POs and invoices and verifies receipts. She also resolves the exceptions that arise and protects quality products at the lowest price.

**Ted** • Transportation Coordinator

Ted tracks shipments and advises on customs regulations and shipping documentation. Ted is knowledgeable about shipping, the freight forwarding processes, and international trade issues. He has key relationships across these areas.

### PROFESSIONAL SERVICES

**June** • Product Division Manager

June drives project management processes and optimizes the performance of project teams through "best practices." She is ultimately responsible for meeting goals, project completion, and customer satisfaction for all service engagements delivered.

**Reina** • Resource Manager

Reina manages and schedules Project Team Members. She ensures they are trained, licensed and available for Prakash and client projects.

**Prakash** • Project Manager

Prakash is responsible for project delivery. He works with Reina to procure adequate resources and staff. He has approval authority for all project-related charges from Tricia as well as any other materials charges.

**Tricia** • Project Team Member

Tricia works with other Project Team Members as directed by Prakash to ensure timely project completion for customers. She reports the status and submits expenses to Prakash.

### PRODUCTION

**Tony** • Production Manager

Tony works with quality development, process engineering, and sales to make production decisions. He ensures there is enough resource in place and that the production plan is being carried out properly.

**Emil** • Product Designer

Emil both designs new and modifies existing products. Emil is both tactical, but also spends considerable time searching for the best inexpensive components.

**Oscar** • Process Engineer

Oscar often receives specifications for new products from Emil. He defines the necessary processes to make the product. Occasionally he and Emil make prototypes together.

**Eduardo** • Production Planner

Eduardo manages scheduling and planning of production. He often meets as cross-functional working team to make room for more urgent orders. He considers exceptions to be the rule.

**Lars** • Shop Supervisor

Lars ensures that the machine operators are productive, trained, and motivated. He can perform any job in the shop, but is very hands-on.

**Shannon** • Machine Operator

Shannon is trained to work her machine. She works hard to meet her production quotas so she can get her bonus. Shannon does not wear a computer at all.

### CUSTOMER SERVICE

**Marie** • Customer Service Manager

Marie manages the customer service team. She and her team make sure customers remain customers when things go wrong.

**Daniel** • Dispatcher

Daniel organizes the fleet of service technicians. He decides which customers they meet when and in what order.

**Terrence** • Outbound Technician

Terrence works in the field performing maintenance and installations as directed by Daniel.

**Lisa** • Customer Service Rep

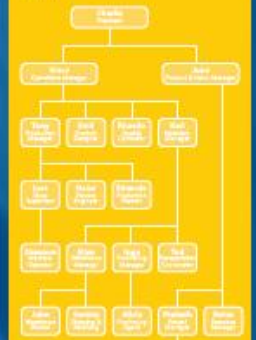
Four sisters, phone call's from customers with questions. If she cannot answer their questions she routes them to a person who can.

**Rebecca** • Receptionist

Rebecca can have many roles. She answers phones, makes appointments, does data entry, and handles other administrative tasks.

Operations is the heart of any company. They deliver unique products or services to customers. Operations can include Materials, Production, Purchasing, Warehousing, Process Engineering, R&D, Professional Services, Customer Service, and Quality Assurance. Operations groups in our models can be distributed, centralized, or a combination of the two and they can also be either Large or Small departments.

LARGE



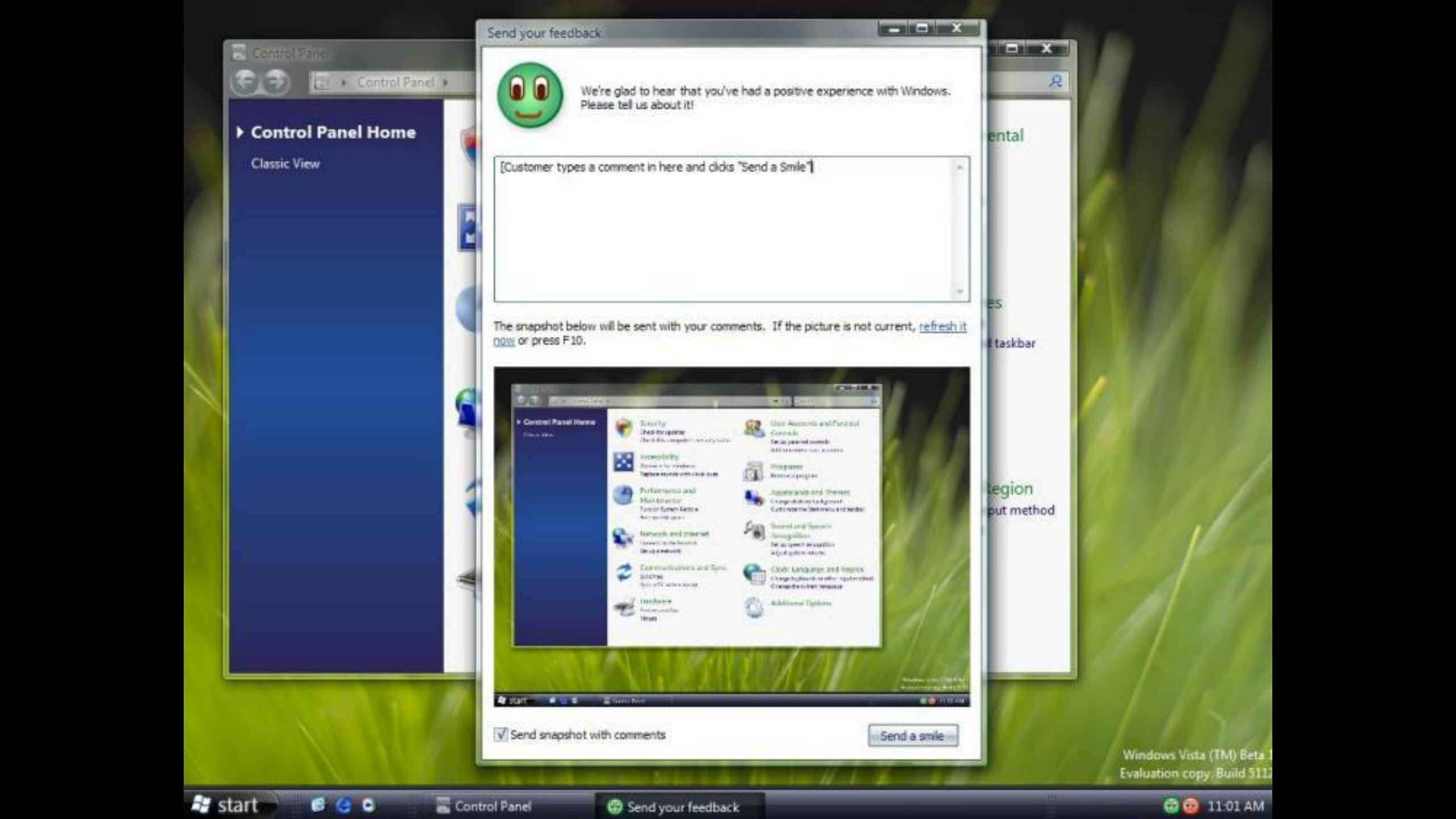

SMALL

Customer Service groups are classified by where service is performed. Our research has identified two types: Inbound and outbound. Inbound service happens when customers come to a fixed and centralized location. Outbound service happens when a technician is sent to a customer.

OUTBOUND

Charlie
President
Marie
Customer Service Manager
Daniel
Dispatcher
Rebecca
Receptionist
Terrence
Technician
Technician
Technician

# 5.
# build virtuous feedback loops


Control Panel
Control Panel Home
Classic View
Send your feedback
We're glad to hear that you've had a positive experience with Windows. Please tell us about it!
[Customer types a comment in here and clicks "Send a Smile"]
The snapshot below will be sent with your comments. If the picture is not current, refresh it now or press F10.
Send snapshot with comments
Send a smile
Windows Vista (TM) Beta
Evaluation copy. Build
start
Control Panel
Send your feedback
11:01 AM

# 6.
# co-creation

Microsoft Connect.

Welcome, **SuryaV** Sign out | Your Profile | Help

HOME YOUR DASHBOARD CONNECTION DIRECTORY Search GO

## What's Connect?

This site is a connection point between you and Microsoft, and ultimately the larger community. Your feedback enables Microsoft to make software and services the best that they can be, and you can learn about and contribute to exciting projects. Learn more.

**Sign In**

You are already signed in. Go to your Dashboard

**Were you invited to join Connect?**

Your invitation ID Go

## What others are saying about Connect

"That's the bug I posted to Connect; they fixed it! Thanks to the OneNote team for really listening."
*- OneNote customer*

"I never thought I'd actually communicate with a developer, until it happened."
*- Jim B.*

"By the way, Connect, thanks a lot for listening to your customers."
*- Craig T.*

**JOIN A CONNECTION** - *and try out new products* SEE ALL CONNECTIONS >>

**Design :** Live Mesh Beta

**Server :** Parallel Extensions to the .NET Framework

**Server :** SQL Server

**REPORT BUGS** - *like this one* SEE SIMILAR BUGS >>

★★★★★
Rating: 4.9 after 65 ratings

**Licenses.licx always checks out when modifying a form**
From Connection: Visual Studio and .NET Framework - English
We have a problem with multiple developers working on a windows form project in Visual Studio 2005. Everytime you make any change to the Interface, even if it is just moving a control on a form, the I...
Updated 11 weeks ago | Closed (fixed) | 65 ratings | 32 validations | 3 workarounds | 11 comments

**SUGGEST FEATURES** - *like this one* SEE SIMILAR SUGGESTIONS >>

★★★★★
Rating: 4.9 after 14 ratings

**Add support for multi-subnet clusters**
From Connection: SQL Server
SQL 2008 should add support for clusters with nodes running on different subnets. Lack of support is a huge blow to the mulit-site clustering community as SQL is probably the number 1 clustered applic...
Updated 1 week ago | Active | 14 ratings | 5 validations | 2 workarounds | 3 comments

# 7.
# validate with user data
# lead with design

Windows Media Center

start

Movies

Television

Music + Radio

more music

playlist

search

radio

Help + Settings

Spotlight

# music library

play all

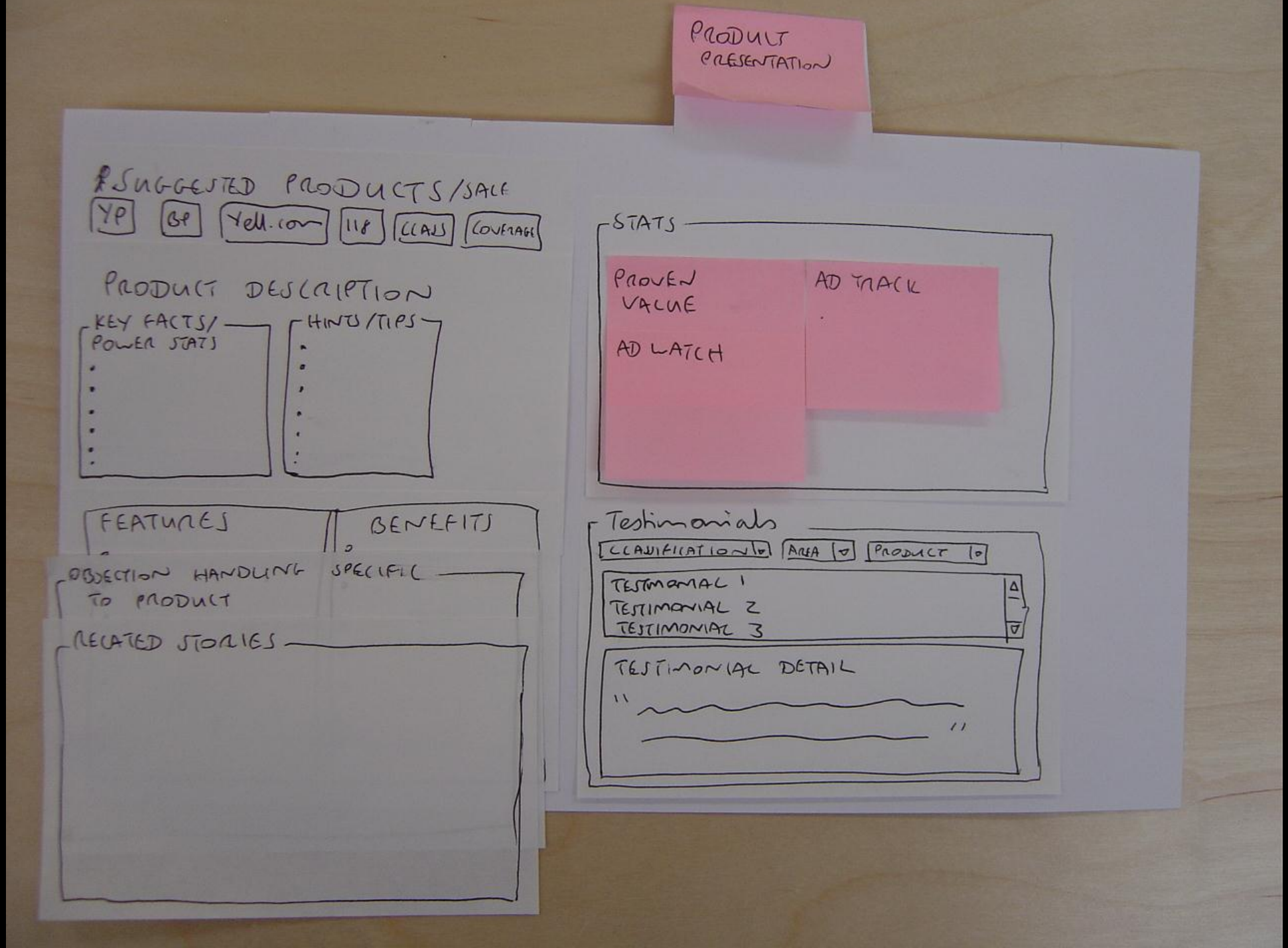
bums by year | albums by title | albums by artist | artists | songs | genr

**100th Window**

Massive Attack

9 tracks 72:36 2002

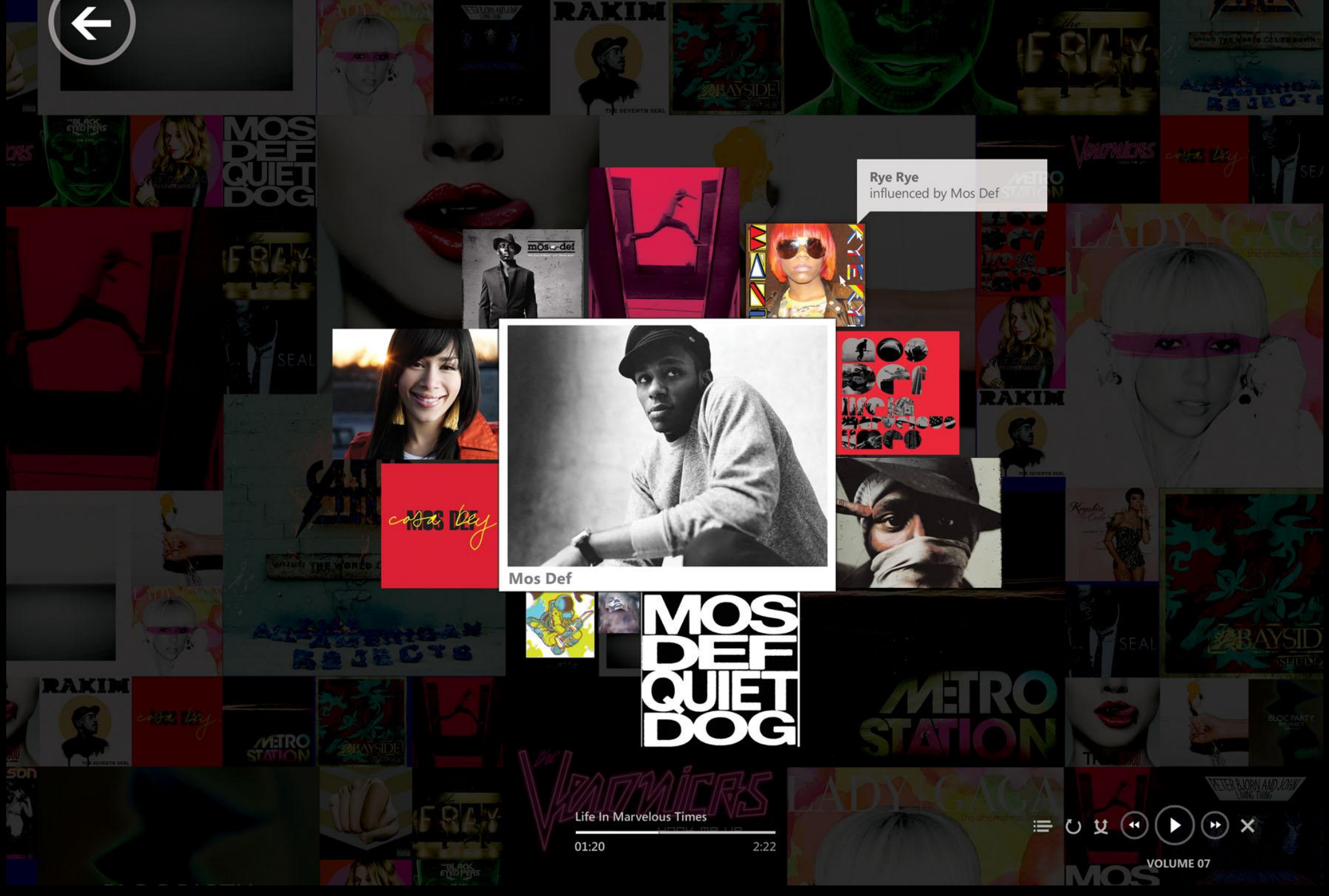
# 8.
# fail fast


PRODUCT PRESENTATION
SUGGESTED PRODUCTS/SALE
YP
BP
Yell.com
118
CLASS
COVERAGE
PRODUCT DESCRIPTION
KEY FACTS/ POWER STATS
HINTS/TIPS
FEATURES
BENEFITS
OBJECTION HANDLING SPECIFIC TO PRODUCT
RELATED STORIES
STATS
PROVEN VALUE
AD LATCH
AD TRACK
Testimonials
CLASSIFICATION
AREA
PRODUCT
TESTIMONIAL 1
TESTIMONIAL 2
TESTIMONIAL 3
TESTIMONIAL DETAIL

# 9.
# invent new paradigms

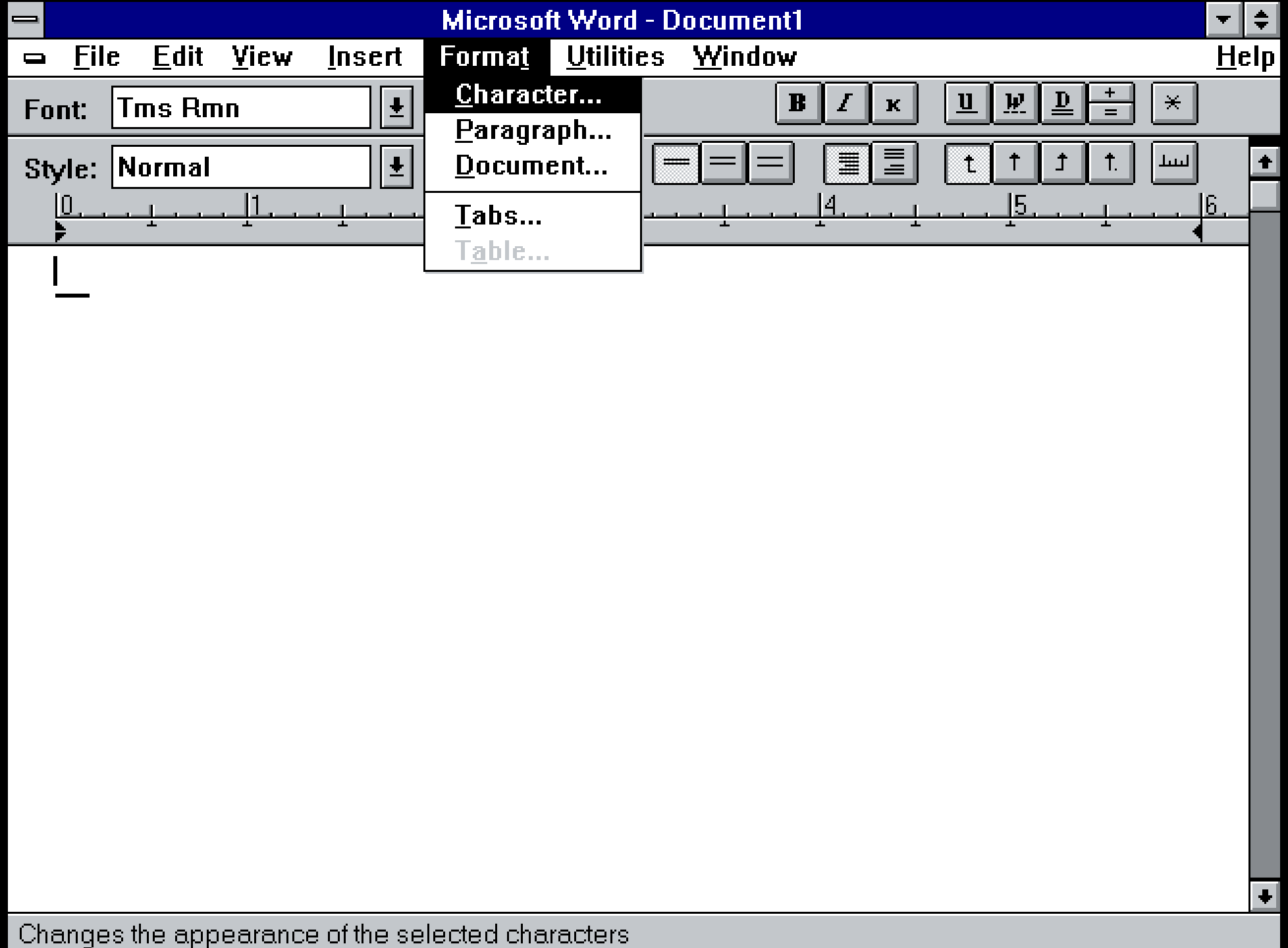
Microsoft

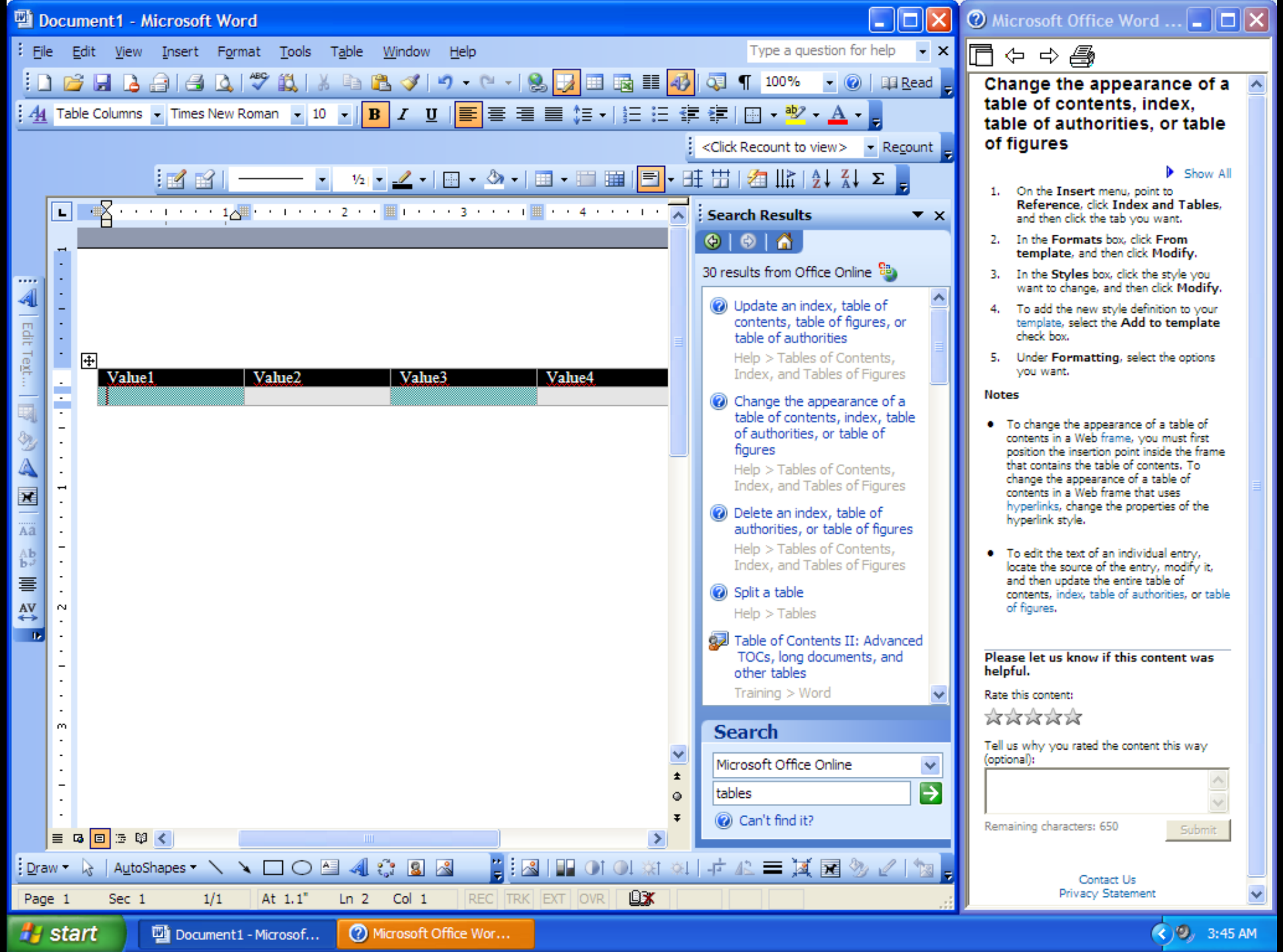
music
videos
pictures
radio
marketplace
social
internet
zune
Playing
music
videos
pictures
radio
social
internet
settings
ALTERNATIVE & PUNK
zune
THE NEW FRESH FM
94.7 HD
HD1 HD2
It's Not Me, It's You
LILY ALLEN
zune


Rye Rye
influenced by Mos Def
Mos Def
MOS DEF QUIET DOG
Life In Marvelous Times
01:20
2:22
VOLUME 07

Microsoft®
Surface

# 10.
# simplicity is hard
# but worth striving for


Microsoft Word - Document1
File Edit View Insert Format Utilities Window Help
Character...
Paragraph...
Document...
Tabs...
Table...
Font: Tms Rmn
Style: Normal
Changes the appearance of the selected characters


Document1 - Microsoft Word
File Edit View Insert Format Tools Table Window Help
Type a question for help
Table Columns Times New Roman 10
Value1 Value2 Value3 Value4
Search Results
30 results from Office Online
Update an index, table of contents, table of figures, or table of authorities
Help > Tables of Contents, Index, and Tables of Figures
Change the appearance of a table of contents, index, table of authorities, or table of figures
Help > Tables of Contents, Index, and Tables of Figures
Delete an index, table of authorities, or table of figures
Help > Tables of Contents, Index, and Tables of Figures
Split a table
Help > Tables
Table of Contents II: Advanced TOCs, long documents, and other tables
Training > Word
Search
Microsoft Office Online
tables
Can't find it?
Draw AutoShapes
Page 1 Sec 1 1/1 At 1.1" Ln 2 Col 1 REC TRK EXT OVR
Microsoft Office Word ...
Change the appearance of a table of contents, index, table of authorities, or table of figures
Show All
1. On the Insert menu, point to Reference, click Index and Tables, and then click the tab you want.
2. In the Formats box, click From template, and then click Modify.
3. In the Styles box, click the style you want to change, and then click Modify.
4. To add the new style definition to your template, select the Add to template check box.
5. Under Formatting, select the options you want.
Notes
• To change the appearance of a table of contents in a Web frame, you must first position the insertion point inside the frame that contains the table of contents. To change the appearance of a table of contents in a Web frame that uses hyperlinks, change the properties of the hyperlink style.
• To edit the text of an individual entry, locate the source of the entry, modify it, and then update the entire table of contents, index, table of authorities, or table of figures.
Please let us know if this content was helpful.
Rate this content:
Tell us why you rated the content this way (optional):
Remaining characters: 650
Submit
Contact Us
Privacy Statement
start
Document1 - Microsof...
Microsoft Office Wor...
3:45 AM

# find and use

use and find

## Why Use this Methodology?

Most Usability Engineers who conduct site visits use the Contextual Design methodology, or some ethnographic/anthropological method. These methodologies combine a combination of visiting users in their work environments, capturing data, creating "models" of users and their environments, and then translating those models into design specifications.

However, in practice, most of these efforts lose steam after the site visit phase of the process is finished. Copious work may be put into creating models of the users and their work environments; however, this work usually ends up being done by a lone usability engineer, and perhaps a sympathetic developer. Generally, by the time the models are done, they are never actually turned directly into specifications; often the product team has even left the initial specification stage before the modeling is even complete. Moreover, the final step of producing a report and pushing the results is often lost on

## Why Use this Methodology?

Most Usability Engineers who conduct site visits use the Contextual Design methodology, or some ethnographic/anthropological method. These methodologies combine a combination of visiting users in their work environments, capturing data, creating "models" of users and their environments, and then translating those models into design specifications.

However, in practice, most of these efforts lose steam after the site visit phase of the process is finished. Copious work may be put into creating models of the users and their work environments; however, this work usually ends up being done by a lone usability engineer, and perhaps a sympathetic developer. Generally, by the time the models are done, they are never actually turned directly into specifications; often the product team has even left the initial specification stage before the modeling is even complete. Moreover, the final step of producing a report and pushing the results is often lost on

# 11.
# never sacrifice clarity for depth

XBOX 360

MEMORY
MUSIC
XBOX LIVE
SETTINGS
A
SELECT

12.
experience
can be measured

Windows Vista

# User Experience Portal

Tracking the UX Health of Windows Client

Brought to you by MSX

## Windows Vista Client Usability

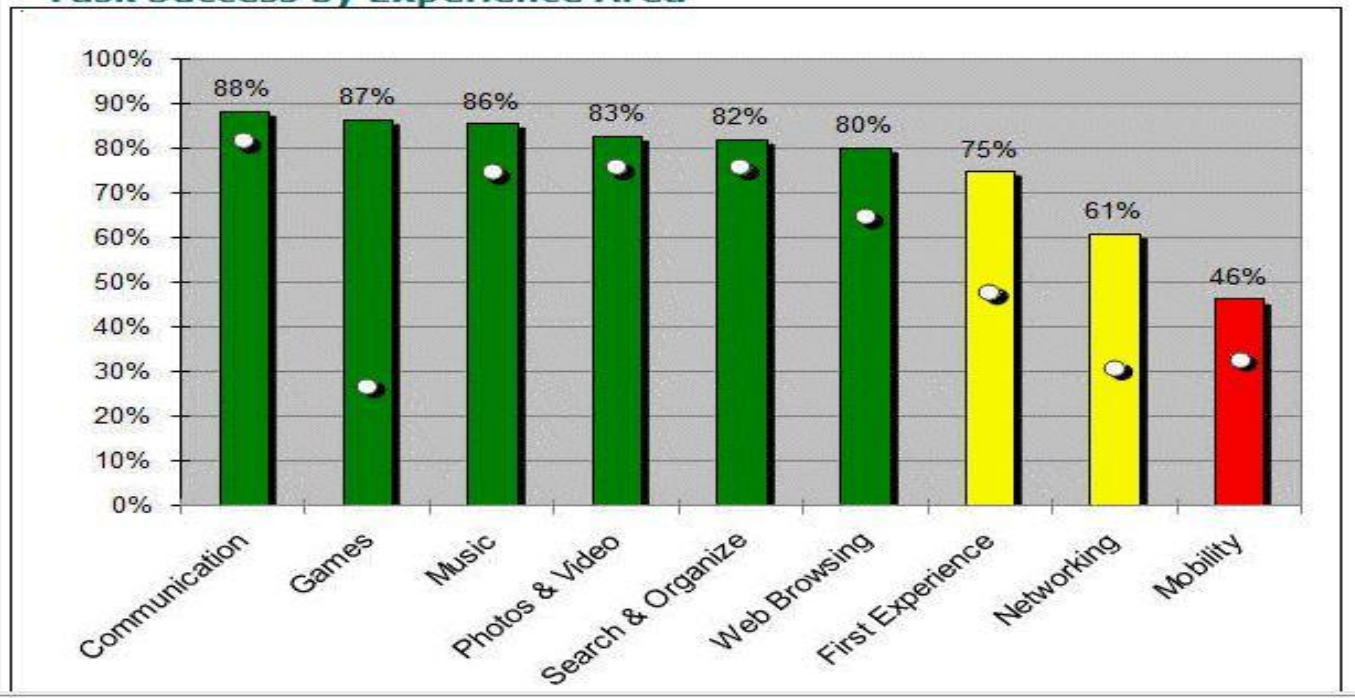
78% Task Success

100% RC1 Exit Criteria Met ☑

Last Updated: 10.11.2006

The UX Portal showcases real data from real Windows Vista users. Current Usability Health Scores, which represent the state of key end-user Experiences, are based on usability evaluations of recent Windows Vista builds. By drilling into an Experience, you can see more detail on bugs and issues that have been filed to track improvements. Learn more about how tasks are chosen, evaluated, tracked, & improved.

### Task Success by Experience Area





Home

**Experiences**

First Experience
Search & Organize
Photos & Video
Music
Mobility
Web Browsing
Communication
Games

**Projects**

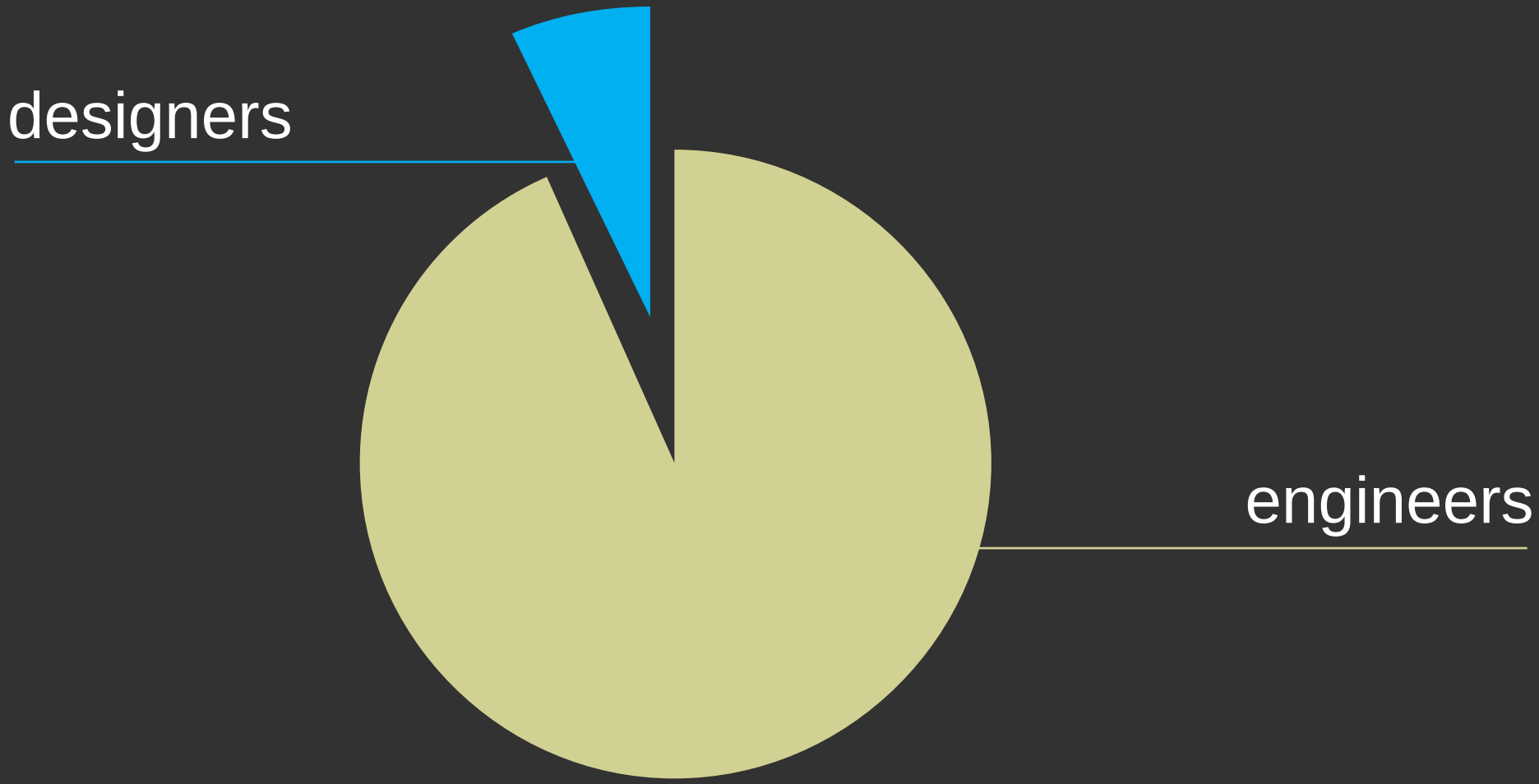
Living with Windows Vista
Desirability
Home Networking
Discoverability

**Bug Queries**

All Usability Basic blocking bugs
All usability bugs

**Related Sites**

UX Status
Usability Basic
Fit & Finish
MSX Design


designers
engineers

Design
Hero

Team
Hero

envision boldly
wireframes
genius > coach
design thinking
keeping the problem alive
give it away
ego / no ego
deferring judgment
doing > facilitating
open it up
courage + conviction
prototyping
release team creativity
mapping
creative thinking spaces
diagram
design charettes
macro + micro
storytelling
fail fast
raise design IQ

innovation in the design of the culture can be far more impactful than just innovation of products and services

“Business people don’t just need to understand designers better – they need to become designers“

- Roger Martin

d
D

# Relationships and Roles for Design in the Organization

resource
to organization

part of
organizational
system

core to
organization

design is the
organization

“If you’re not busy being born,
you’re busy dying.”

# Thanks.

Microsoft®

surya.vanka@microsoft.com

© 2010 Microsoft Corporation. All rights reserved. Microsoft, Windows, Windows Vista and other product names are or may be registered trademarks and/or trademarks in the U.S. and/or other countries.
The information herein is for informational purposes only and represents the current view of Microsoft Corporation as of the date of this presentation. Because Microsoft must respond to changing market conditions, it should not be interpreted to be a commitment on the part of Microsoft, and Microsoft cannot guarantee the accuracy of any information provided after the date of this presentation.
MICROSOFT MAKES NO WARRANTIES, EXPRESS, IMPLIED OR STATUTORY, AS TO THE INFORMATION IN THIS PRESENTATION.

Microsoft® Research

# Faculty Summit 2010