

A woman with dark hair tied back, wearing a black tank top and black boxing gloves, is shown from the side. She is in a boxing stance, with her hands raised. The background is dark and smoky.

GETTING

REAL

ABOUT UX

THE TRUTH ABOUT GETTING BUY-IN, MUTUAL TEAM
RESPECT AND MEANINGFUL PROJECT OUTCOMES

JOE NATOLI | PREELY MEETUP 2022

how many of you work in an environment
where the **urgent trumps the important?**

where speed and task completion
matter more than **value** and **success?**

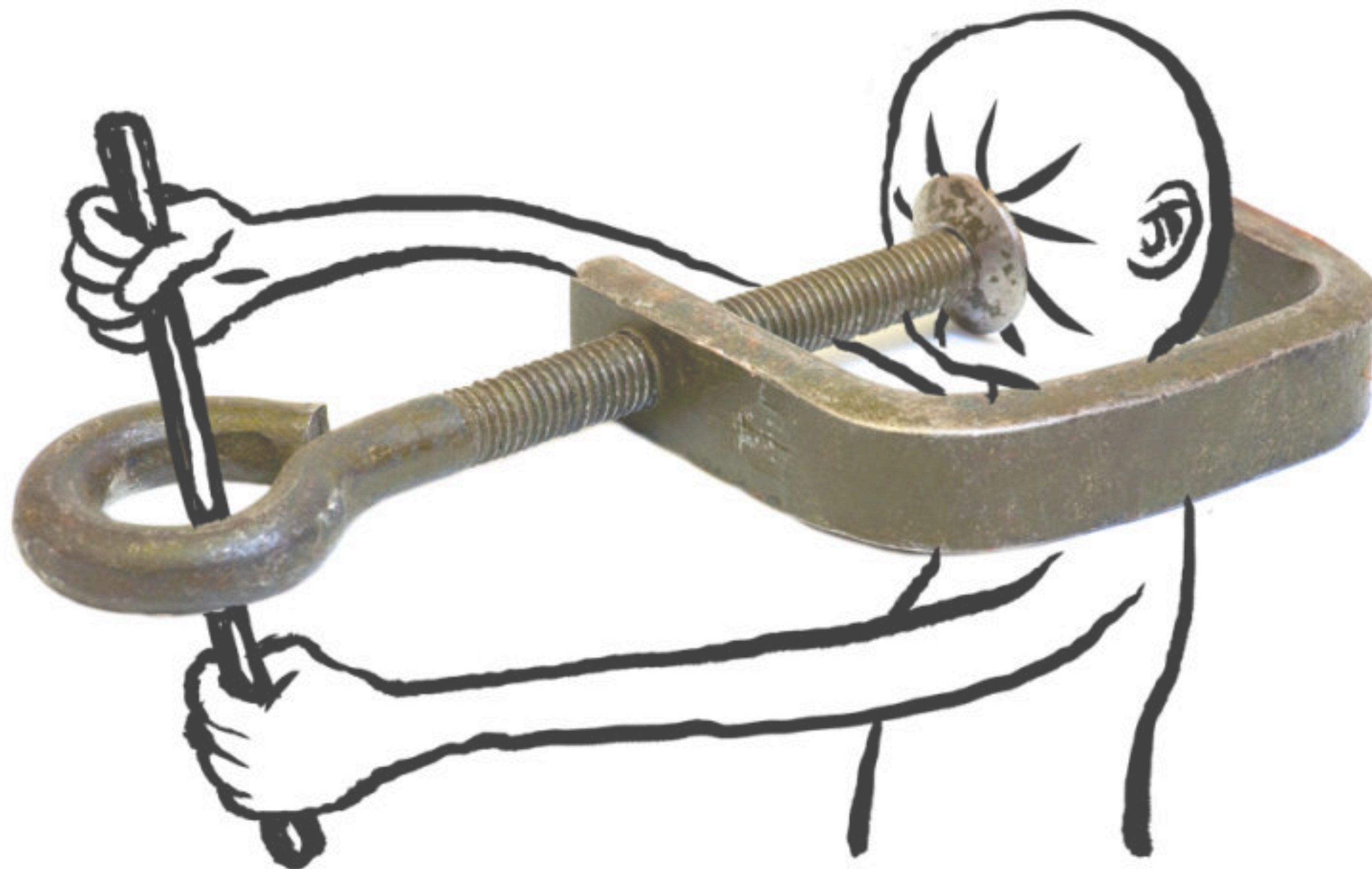
how many of you are working to convince
your bosses or fellow employees to **add**
UX practices and processes?

is it **working?**

how many of you are “integrated” into an
agile product development approach?

is it **working?**

how many of you feel like THIS?



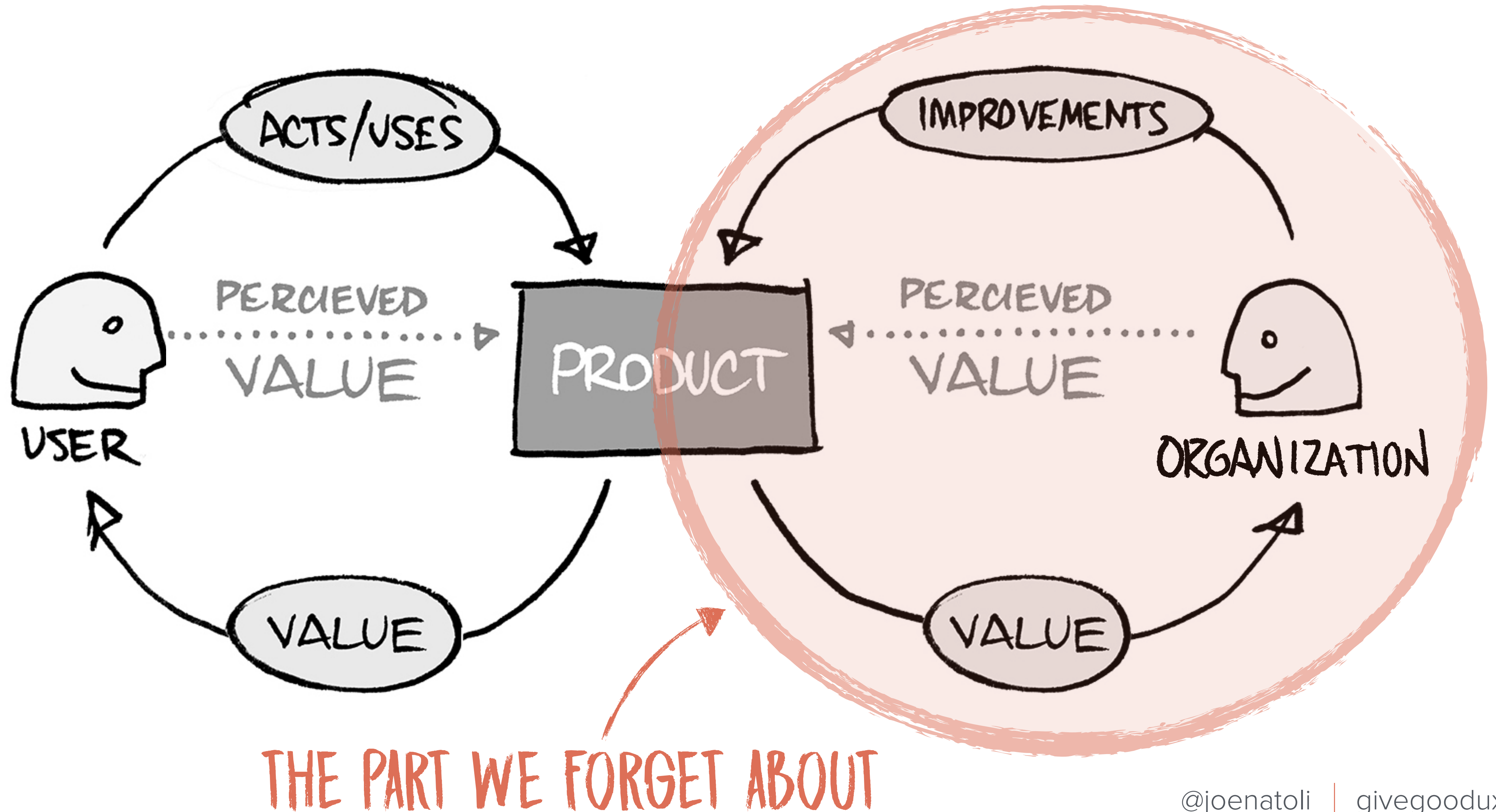
“they don’t **get** it.”



YES organizations misunderstand
what UX work really is.

BUT so do far too many UXers,
designers and developers.

UX is really a **value loop**.



let's get **three things** out of the way **upfront**.

1

clients and stakeholders
are *not* your **enemies**.





2

most developers +
engineers *do* **care**
about UX.

3

your hands are *not* as **tied** as you think.



“they don’t **care.**”

“they don’t **understand.**”

“they won’t **listen** to me.”

“they won’t ***let*** me.”



UX TRUTH 01

it's not them. it's **you**.

the cults of UX and design have
a common refrain when it comes
to those they work with and for:



“we want to educate them.”

**No
YOU DON'T.**

HELLO
my name is

I'M RIGHT,
YOU'RE WRONG



you need to **communicate** with them.

Customer Experience Map: Completing a tax return for the first time using the online channel (current state)

NB:This map is based on the data of a single customer.. No knowledge of how the Tax Office operates is included in this map because this map is just a component of one service designer's go at a 'case study' comprising 'research' into 'map' into 'touchpoint re-design' ;)

This map is a representation of the current experience of a customer completing a tax return in Australia using the ‘online’ facility. e-tax The journey itself begins at the point of realisation that some action may need to be taken. It ends at the point of confirmation (refund made, bill payment actioned). This map is not about the e-tax experience itself, this map is captures the beginning, middle and end as they engage a service to achieve their goal, showing the range of tangible and quantitative interactions, triggers and touchpoints, as well as the intangible and qualitative motivations, frustrations and meanings.

Experience Trigger

- End of the Financial Year
- Change in income circumstances

Customer Type

Regulatory & Technology Savvy

Circumstances

- New to the country, and therefore new to the country's tax and financial systems.
- Simple tax profile - just earnings
- Some return filing experience.

Biggest Pain

Not being clear about what to do, how to do it, how long it will take, and what the implications of making a mistake are.

Expectations

It won't be easy, but clear assumptions that the technology will be intuitive and aid in efficient process resolution.

Other Potentially Similar Customer Types

- New to earning income.
- New to doing something in the regulatory environment.

Map Key

Service Elements

- Pⁱ Point of Pain (doesn't work)
- Dⁱ Point of Delight (works well)
- Oⁱ Opportunity

Touchpoint Type

- T^E Educate (to learn)
- T^I Interact (person2person)
- T^T Transact (progress process)
- T^C Confirm (process reassurance)

Time

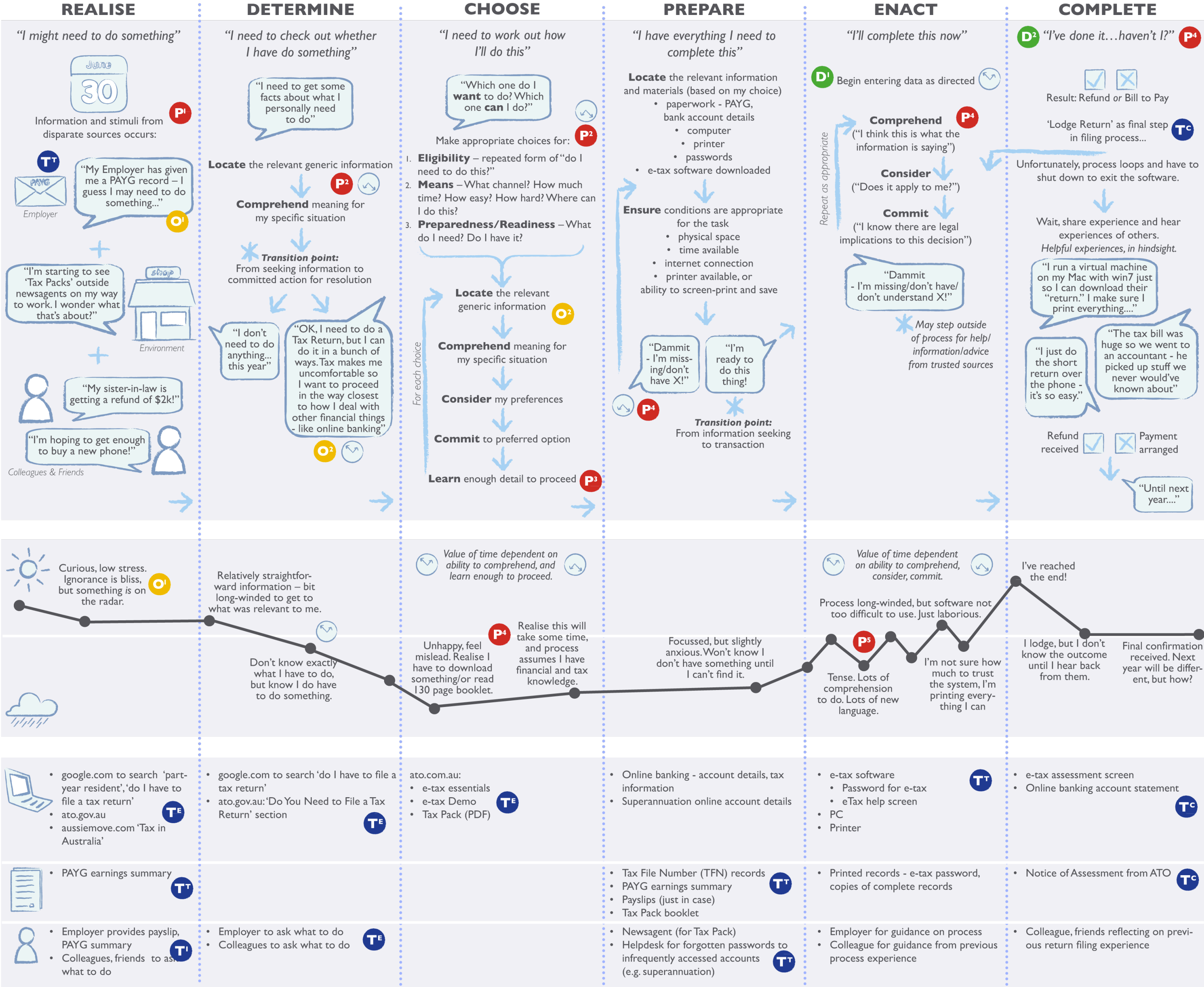
- ⌚ Time Spent (positive)
- ⌚ Time Taken (negative)



Activity/Interactions

Emotion/Intensity

Touchpoints



OPPORTUNITIES TO IMPROVE/ENHANCE SERVICE

- Oⁱ 'Realise' is not a decision-making phase; it's an awareness phase. It can last for months, and there is opportunity to turn 'realisation' into action., e.g.
 - PAYG notices could publish deadlines for returns in the 'Notice to Payee' section.
 - Provide key customer-type search terms, not just a generic address.
 - Highlight lodge date on the Tax Pack outside newsagents, etc.
- O² 'Determine' phase could provide a simpler means for customer to choose how to proceed based on circumstance, not on the lodging means, e.g.
 - Prefer to manage the information? → e-tax
 - Simple tax profile? → telephone
 - Complex affairs? → Tax agent

These could be based on understanding of the types of customers (not types of returns or return vehicles).

POINTS OF PAIN AND POSSIBLE MITIGATION

- Pⁱ The deadline for filing a return needs to be more prominent. The tax year is highlighted, but no action is required at 30 June, 31 October is the date that should drive action. Leverage Oⁱ
- P² Inaccessibility of information (physically, and in comprehension) and inability to turn information into meaningful action. The circuitous route to information does not build confidence in the process as very little consistently directs the customer to action; this can feel like a waste of time. Use of the Comprehend > Consider > Commit framework may help if Comprehend language is simple and customer-type specific, and Consider language is action-specific.
- P³ Too much choice and detail in buried options can be missed and only realised at transaction stages, e.g. choose e-tax, only to discover can't do it with system set-up. Not enough direction provided (narrowing of choice for good) e.g. if customer has 'Never done this before' a 'Return Returner', or 'Done it before, but now I'm more complex' they all go through the same process for choosing. Leverage O²
- P⁴ Customer has too few cues as to where they are when moving through both educational and transactional activity. This isn't helped by little differentiation of screen layout (colour, labels).

POINTS OF DELIGHT

- Dⁱ Great to finally get started after wading through information. Leverage O²
- D² Great to finish. Consider how to leverage the end with positive set-up for next year.

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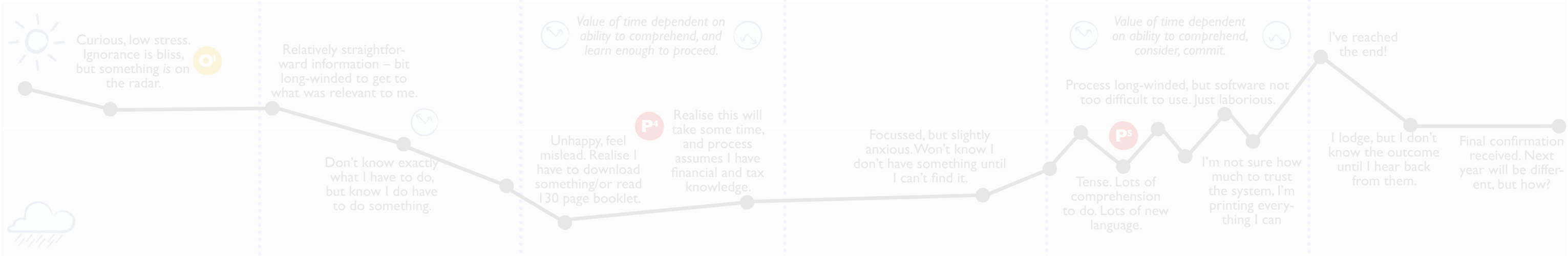
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- Time Taken (negative)

Emotion/Intensity



Touchpoints

<ul style="list-style-type: none">• google.com to search 'part-year resident', 'do I have to file a tax return'• ato.gov.au• aussiemove.com 'Tax in Australia'	<ul style="list-style-type: none">• google.com to search 'do I have to file a tax return'• ato.gov.au: 'Do You Need to File a Tax Return' section	<ul style="list-style-type: none">• ato.com.au:• e-tax essentials• e-tax Demo• Tax Pack (PDF)	<ul style="list-style-type: none">• Online banking - account details, tax information• Superannuation online account details	<ul style="list-style-type: none">• e-tax software• Password for e-tax• eTax help screen• PC• Printer	<ul style="list-style-type: none">• e-tax assessment screen• Online banking account statement
<ul style="list-style-type: none">• PAYG earnings summary			<ul style="list-style-type: none">• Tax File Number (TFN) records• PAYG earnings summary• Payslips (just in case)• Tax Pack booklet	<ul style="list-style-type: none">• Printed records - e-tax password, copies of complete records	<ul style="list-style-type: none">• Notice of Assessment from ATO
<ul style="list-style-type: none">• Employer provides payslip, PAYG summary• Colleagues, friends to ask what to do	<ul style="list-style-type: none">• Employer to ask what to do• Colleagues to ask what to do		<ul style="list-style-type: none">• Newsagent (for Tax Pack)• Helpdesk for forgotten passwords to infrequently accessed accounts (e.g. superannuation)	<ul style="list-style-type: none">• Employer for guidance on process• Colleague for guidance from previous process experience	<ul style="list-style-type: none">• Colleague, friends refer to previous return filing experience through informal information



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the purpose of these diagrams
isn't to communicate.

it's to **impress**.

it's to convince other people
we **know what we're doing**.



this visual complexity is
intimidating for many.

so they **tune out** and ignore
what you're saying.

or they **pretend** they get it.

and agree to things they
don't really understand.



what about the **terminology** we use?



there is **no magic** in UX lingo and terminology.

those words **don't mean anything**
to anyone but *you*.

I **know** all those big words.

but I don't ever **use them** with clients.

as in *never*.

people need to hear what you have to say.

you have a valuable point of view to express.

why the *hell* wouldn't you want to say it in
a way that **ensures they'll understand you?**

you *must* speak the language
of the people you're talking to.

clearly, simply, *plainly*.

the questions I'm asked most often are about **UX tools**.

meaning methodologies, processes, software.

Best Prototyping Tools for UX Designers in 2018 - General Assembly

<https://generalassembly.com/blog/best-prototyping-tools-ux-design-2018/> ▼

Feb 5, 2018 - UX designers create prototypes — early models of a product built to test a ... Cost: How much are you willing to invest in a new, unfamiliar tool? ... InVision doesn't have drawing or type tools to create designs — it simply sets up ... that allow the user to keep design patterns consistent across their project.

InVision: Design, UX & Dev Tools That Will Save You Tons Of Cash ...

<https://userexperiencerocks.wordpress.com/.../design-tools-to-save-yourself-crazy-cas...> ▼

Jul 14, 2017 - InVision: Design, UX & Dev Tools That Will Save You Tons Of Cash & ... to highlight a couple of my favs that many people don't realize are part ...

Financial UX Design is About Saving People's Lives – UX Planet

<https://uxplanet.org/financial-ux-design-is-about-saving-peoples-lives-b7a0b1b24b82> ▼

May 28, 2018 - In order to create a life-saving financial design, it's vital to understand the ... It is not hard to see that money has a major impact on our lives. It is important to have a financial tool that can help manage finances and focus on ...

The Battle for UX Design: Which Tools Should Your Team be Using ...

<https://sparkgrowth.com/battle-ux-design-which-tools-should-team-using/> ▼

Jan 10, 2018 - If your team is still designing web and mobile interfaces in Photoshop, you're sure to be missing out on dozens of features that not only save ...

The Best User Experience (UX) tools - an overview - Mopinion

<https://mopinion.com/best-user-experience-ux-tools-overview/> ▼

Mar 22, 2017 - Here is an overview of the best user experience (UX) tools on the market ... In this way, you will find the right answers, which are saved in the Cloud. ... This tool is a bit like Google Analytics, but not entirely the same: You host ...

11 Best Prototyping Tools for UI/UX Designers — How To Choose ...

<https://medium.theuxblog.com/11-best-prototyping-tools-for-ui-ux-designers-how-to-...> ▼

Jun 18, 2018 - Since user experience is a powerful metric for branding we often use ... The ease of use in using the prototyping tool is essential for the designer to save ... But there is a catch with these tools, that they do not fit our budget.

Sketch Is Now the Complete UX Design Tool - Prototypr

<https://blog.prototypr.io/sketch-is-now-the-complete-ux-design-tool-787243a63874> ▼

Feb 28, 2018 - Thanks to this Sketch has become the complete tool for UX Design Deliverables. In this story, you will discover all deliverables (not only wireframes and ... Time-saving tools give us the opportunity to get the design done better ...

The Best UX Tools for User Research And User Testing [2018 Edition ...

<https://usabilitygeek.com/Reviews> ▼

Jun 28, 2018 - There are a lot of UX tools out there. ... all of which allow you and your team to track bug/crashes more efficiently and save time and resources. ... Unlike Bugsee, Appsee is not only focused on bug/crash reporting but also ...

Sketch? Axure? Balsamiq? Top UX Tools Comparison – Droplr™

<https://droplr.com/blog/best-ux-tools-comparison/> ▼

Jun 14, 2018 - In this post, we're giving you the top UX tools comparison. See what UX ... We've asked UX designers what tools save their days at work. Check out our UX ... Sketch is still the king, but you don't want to miss the Framer either.

The Best UX Design Tools Recommended by UX studio

<https://uxstudioteam.com/ux-blog/ux-design-tools/> ▼

Oct 1, 2017 - Here are the best prototyping, UI design and collaboration tools you should ... Every UX designer needs a wireframing tool, but not everyone uses the similar projects from templates that you create, it will save you hours.

20 Essential Tools for User Experience Designers - 1stWebDesigner

<https://1stwebdesigner.com/tools-for-ux-designers/> ▼

Sep 2, 2017 - Here is a collection of 20 valuable tools for UX designers. ... to find out whether we've covered something that is not in your design arsenal yet. ... With UsabilityTools, you can save time because you can instantly see the most ...

The 14 Best Tools for Evaluating Your User Experience

<https://www.dteipathy.com/blog/.../14-best-tools-for-evaluating-user-experience> ▼

If not, start your user experience evaluation with the following tools: ... in this way can help you save tons of time and reduce unnecessary rework.

Some Of The Best UI/UX Design Tools for Designers

<blog.creative-tim.com/web-design/best-ui-ux-design-tools-designers/> ▼

Nov 25, 2017 - It works with .psd files, so there is no need of converting your designs before you upload them. This tool help to save you the time you spend on ...

Adobe XD vs. Sketch - Which UX Tool is Right for You? | Toptal

<https://www.toptal.com/Blog> ▼

Adobe XD also has a set of unique features like the Repeat Grid, a tool that lets ... USD \$99 for a year of updates, but you can keep using after that without updates ... to make XD do not only everything that Sketch does as a vector graphics tool ...

7 UX Deliverables: What will I be making as a UX designer ...

<https://www.interaction-design.org> › literature › article › 7-ux-deliverables... ▼

Jul 30, 2019 - A UX design process typically follows something similar to a design thinking approach, which consists of five basic phases: Empathize with the users (learning about the audience) Define the problem (identifying the users' needs) Ideate (generating ideas for design)

What is your UX process? UX Collective

<https://uxdesign.cc> › what-is-your-ux-process-2fa146eb8380 ▼

Jan 3, 2019 - Before I begin, I have to mention that when I was a beginner UX process was one of the most confusing things to me because I read about ...

User Experience Design Process UX Planet

<https://uxplanet.org> › user-experience-design-process-d91df1a45916 ▼

Apr 23, 2018 - "User Experience Design (UXD or UED) is the process of enhancing user satisfaction with a product by improving the usability, accessibility, ...

[Why You Need UI Guidelines?](#) · [How to Standout at Start of ...](#)

The Entire UX Design Process Prototypr

<https://blog.prototypr.io> › the-entire-ux-design-process-3fbbb36debd7 ▼

Feb 5, 2019 - The "UX" (User Experience) designer is one of the least-understood roles in the ... That's why I decided to look into the entire process that a UX ...

6 Steps in A Common UX Design Process Prototypr

<https://blog.prototypr.io> › a-common-product-ux-design-process-55af4ab5... ▼

Sep 26, 2016 - However, the UX process itself is very flexible, depends on different situations and different product teams will have different ways of ...

UX Process UX Mastery

<https://uxmastery.com> › resources › process ▼

What does a UX process look like? The answer is: it depends. On the project, the client, the budget, the deadlines, and your experience level.

The UX design process in 6 stages | Inside Design Blog - InVision

<https://www.invisionapp.com> › inside-design › 6-stages-ux-process ▼

Apr 25, 2019 - Following the UX design process doesn't just give users an intuitive and pleasurable experience—it poses an opportunity for designers to ...

UX Process: What It Is, What It Looks Like and Why It's Important ...

<https://theblog.adobe.com> › ux-process-what-it-is-what-it-looks-like-and-w... ▼

Aug 4, 2017 - As a UX designer, I am sure you have been asked many times "What is your UX design process? What and how many steps does it have?"

UX Design Process Simplified from User Research to Usability |...

www.udemy.com/ ▼

Special Offer - Discover High-Quality Courses On All The Topics You Care About. Start Your Course Today & Join Over 40 Million People Learning Online at Udemy! Download To Your Phone. Courses Updated Regularly. Join Udemy Today. Over 30 Million Students. Be Able.

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UX Design Process Process Street

<https://www.process.st> › checklist › ux-design-process ▼

This UX Design Process is engineered to lead a UX designer through their process from ideation to delivery of research and wireframes to the client and the UI ...

UX/UI Design Process - NYC Design - Medium

<https://medium.com> › ux-ui-design-process-for-beginner-753952bb2241 ▼

Sep 26, 2018 - RESEARCH | Meet the users. RESEARCH. Figure out what you need to research. Similar cases; Successful approaches and solutions; People ...

Choosing the Right UX Process for Your Software-Development ...

<https://www.uxmatters.com> › archives › 2019/06 › choosing-the-right-ux-... ▼

Jun 17, 2019 - Deciding on the right product-development process for your team can often be a paradox. Maintaining balance amidst a proliferation of ...

What is the UX design process? (2019) - YouTube

<https://www.youtube.com> › watch



Apr 25, 2019 - Uploaded by InVision

Read more about the UX process: <https://www.invisionapp.com/inside-design/6-stages-ux-process> ...

The design thinking process for better UX - Justinmind

<https://www.justinmind.com> › blog › design-thinking-process-ux-design ▼

Mar 26, 2019 - Design thinking has the power to unlock innovation and creativity. We also added the Justinmind twist, for innovative products that users can ...



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▶ **Card Sorting**

▶ **Customer Journey Mapping**

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▶ **Prototyping Tools**

▶ **Responsive Design**

▶ **Service Design**

▶ **Usability**

▶ **User & Usability Testing**

“A fool with a tool is *still* a fool.
SANDER HOOGENDOORN”



tools are *useful*, and in many cases necessary.

but they won't solve most **root causes** of UX issues.

and all too often, they become a **crutch**.

“A bad craftsman blames his tools.”

EMMANUEL STRAUSS, (1998)



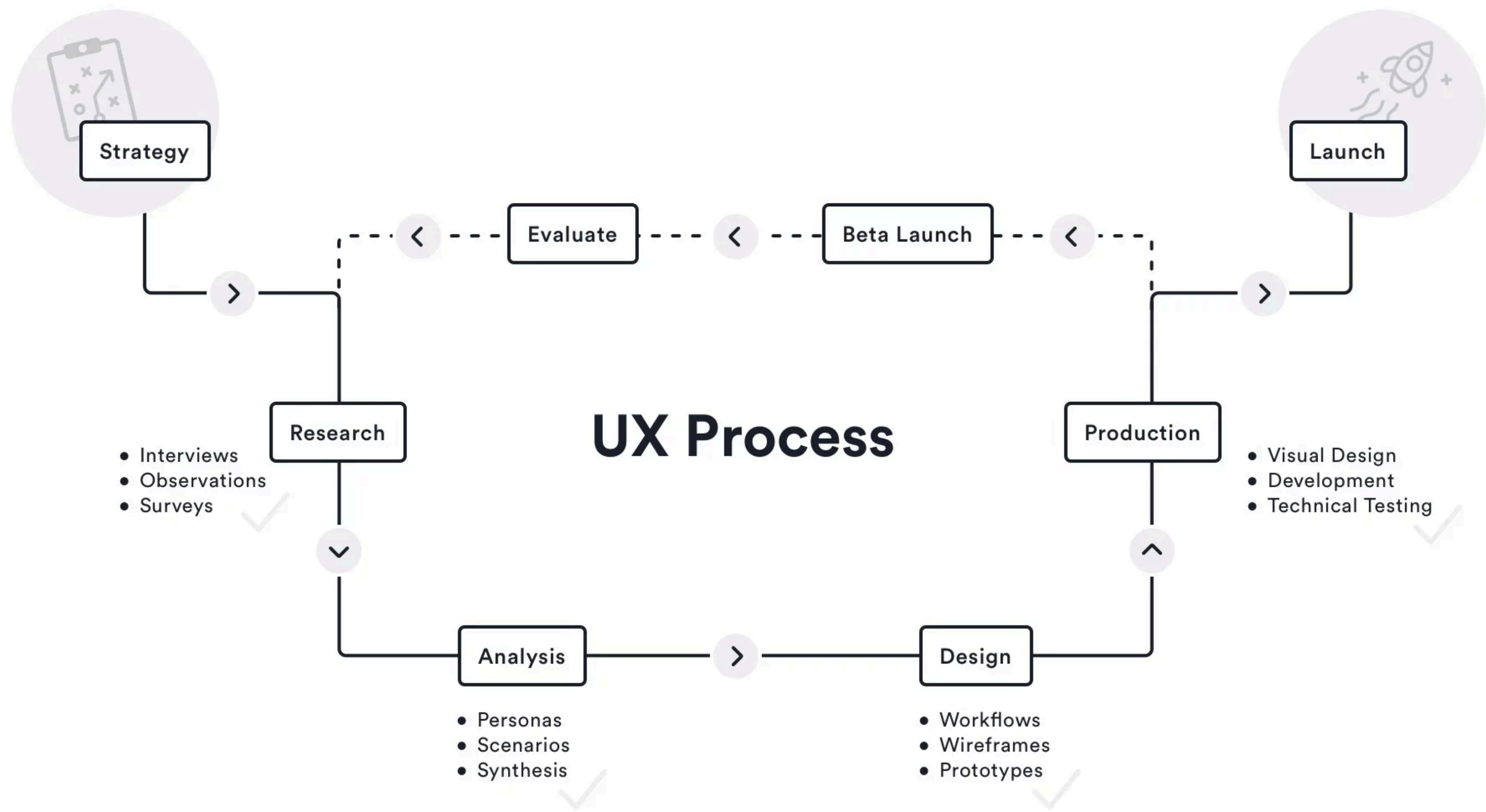
IS A SLAVE TO
A bad **craftsman** ~~blames~~ his **tools**.



corporate reality is very, *very* messy.

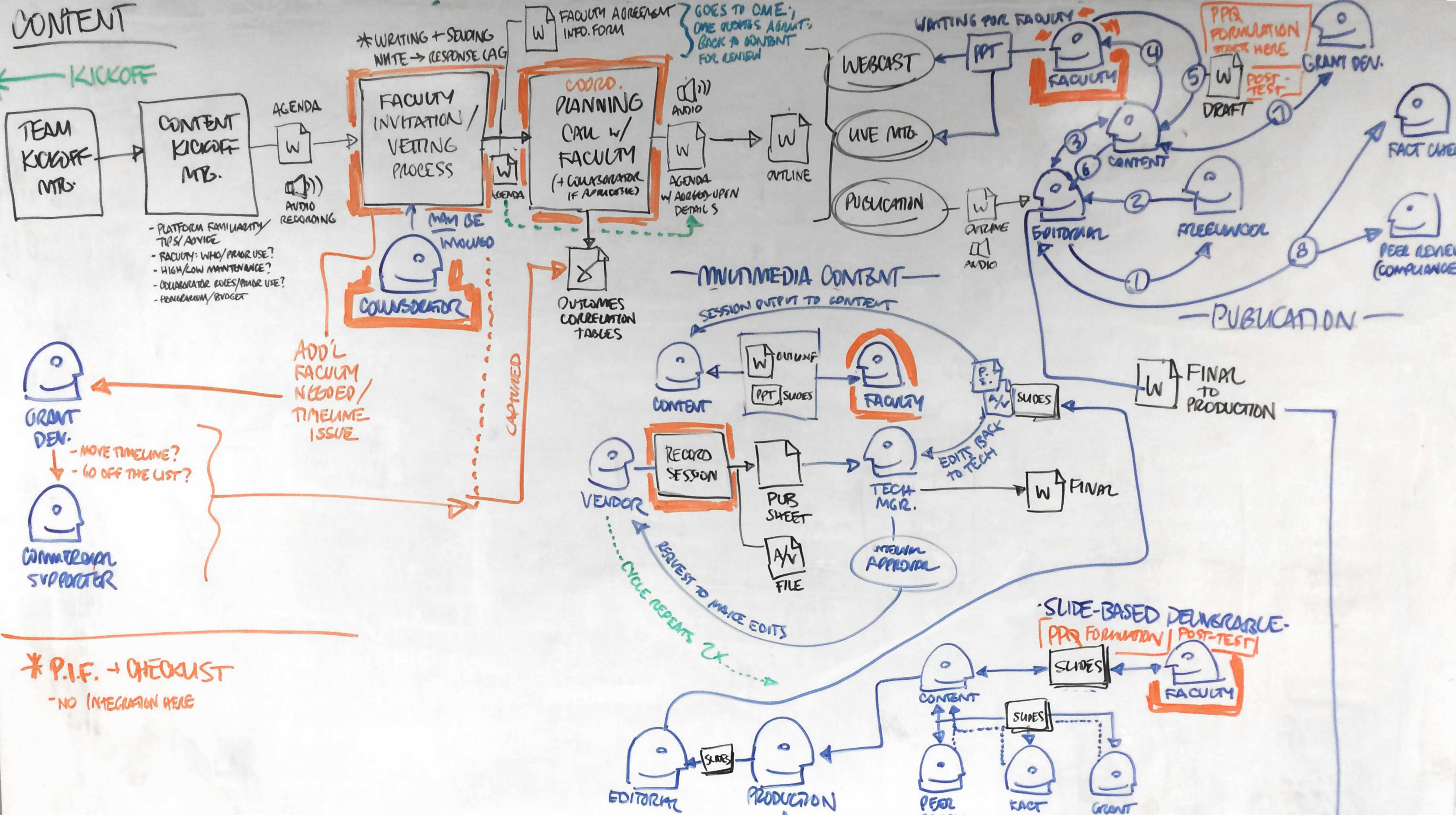
“the way it’s supposed to be done”
will get you nowhere fast.

how can you follow a UX process that looks like this...



CONTENT

← KICKOFF



U N P O P U L A R O P I N I O N D E P T .

too many of the complex, formal UX
methods you hear about are really just

OVERBLOWN EGO-DRIVEN FANTASIES

meant to show us how smart their authors are.

how many of you propose significant **user research** work at the outset of a project?

does it get **approved**?

how many of you create **personas** to help
everyone understand user needs?

does anyone else actively **use them**?

how many of you work in a lean or agile
agile environment where design/UX works
two weeks ahead of development?

is it **working?**



if you have clear evidence that some mandated
principle, process, practice, or tool isn't working,

STOP DOING IT.

the most useful, powerful and impactful
tool you have **isn't a tool.**

it's what's **between** your ears.





your superpower *isn't* using tools.

your superpower *isn't* running processes.

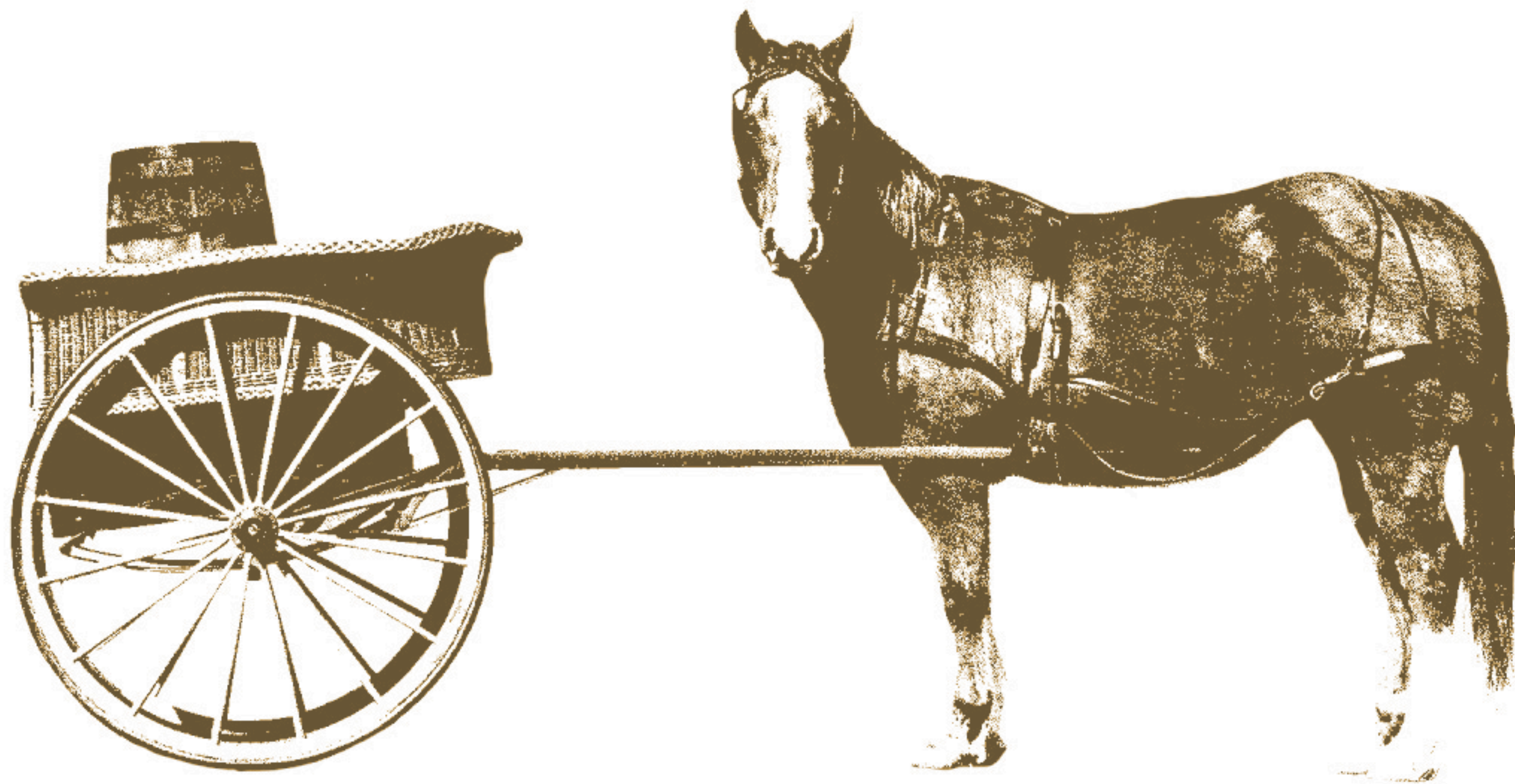
your superpower is your unique ability to
solve problems and **create opportunities**.

and the source of that superpower
is your **brain** – *not* your hands.



UX TRUTH 03

think first.



as humans confronted with a problem, it's
pretty easy for us to imagine a **solution**.

but that solution is almost always **wrong**.

why?



because we haven't asked any **questions** yet.

or at least not the *right* ones.

SAKICHI
TOYODA

FIVE WHYS

THE FIVE WHYS IN ACTION

a new release disabled a feature for customers.

WHY? because the third-party module used wasn't compatible with all browsers.

WHY wasn't it compatible with all browsers?

because it was implemented in the wrong way.

WHY was it implemented in the wrong way?

the developer who specified it didn't know how to customize the code properly.

WHY didn't he know?

because he was never trained.

WHY wasn't he trained?

because training isn't reimbursable.

A hand holding a magnifying glass over a colorful, abstract background. The hand is positioned on the right side of the frame, with the index finger pointing upwards. The magnifying glass is held over the center of the image, focusing on the text. The background is a vibrant, abstract pattern of red, blue, and yellow, resembling a close-up of a flower or a textured surface. The overall tone is artistic and creative.

the right solutions are impossible
without the right **questions.**

inside organizations, UX issues are the result of **intent**.

why are we **doing** this?

what **outcome** do we want (or *need*)?

who **benefits**?

how?

should we **innovate** or makeover?

is that **our** intention?

do it fast ... or **right**?

is that **their** intention?

which matters **more**?

different **intent** results from different **roles**.

ROLE	INTENT
Executive Management	Make/save the organization money
Technical Team	Leverage technology resources
Designer	Guide user's journey w/ visual cues
Developer	Produce robust, error-free code
Project Manager	Bring project in on time, on budget

alignment of this intent dictates **UX maturity**.

STRATEGIC

Majority of time is spent determining the **right problems** to solve

TACTICAL

Majority of time is spent solving **user/business** problems

OPERATIONAL *

Majority of time is spent solving **functional/development** problems

* MOST ORGANIZATIONS ARE AT THIS LEVEL

so solving a **UX issue** starts with 2 key questions.

- 1 How far out of alignment are our **intentions**?
- 2 Does the **work we do and process we follow**
get us what we intend?



UX TRUTH **05**

you must uncover **intent.**



90% of stubborn opposition comes from **fear**.

If your proposed solution doesn't address that fear,
no one will give a shit how great the UX could be.

because the people who staked their reputations
on this thing are now **getting their asses kicked**.

they care a *lot* more about **that** than about UX.

so what **do** they care about?



- 1 the **volume of work** we're talking about.
- 2 the **painful problem** they hope the work you're proposing will solve.
- 3 gaining some sense of **security** that it can actually *be* solved.

MORAL OF THE STORY

fear and self-preservation trumps
best practice *all day, every day.*

so you have **speak** to it.

“I don’t want to hear excuses. We need to get this done in two weeks, *period*.”

STAKEHOLDER

“what are you afraid is going to **happen** if we don’t get this right?”

YOU

“We’ve got to fix *all* these things ASAP.
No exceptions”

STAKEHOLDER

“how **bad** is each problem, and how **often** does each one occur?”

YOU

“You need to have
UI design options
ready for review by
next Wednesday.”

STAKEHOLDER

“what do you need
to **know** or **understand**
by then to be confident
we're making progress?”

YOU

look and listen for *fear*.
and make sure you *speak* to it.





WHAT THE CLIENT TELLS ME

“we need to completely **redesign** this system!!”

WHAT I DO IN RESPONSE

ignore that statement.
and ask...

The background of the slide is a dark, textured surface, possibly asphalt, with a repeating pattern of light-colored question marks. The question marks are arranged in a grid-like fashion, with some appearing slightly more prominent than others. The overall tone is dark and mysterious.

WHY?

(at least five times ;-)

WHAT ACTUALLY NEEDED TO HAPPEN



the team needed to **stop reinventing the wheel.**

ignore the ask to get to the **need**.

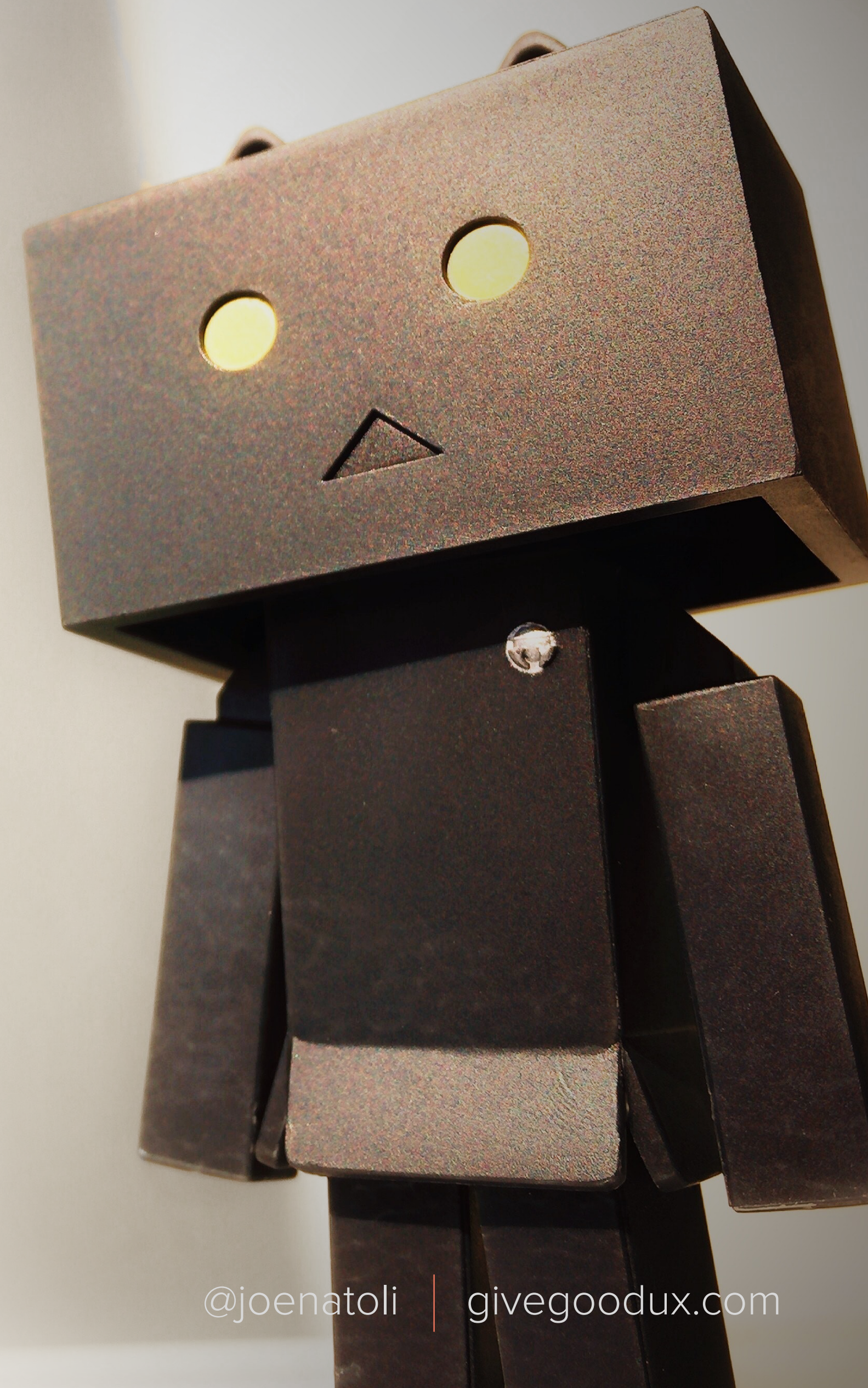


one last thing.

many of us are afraid to
ask questions.

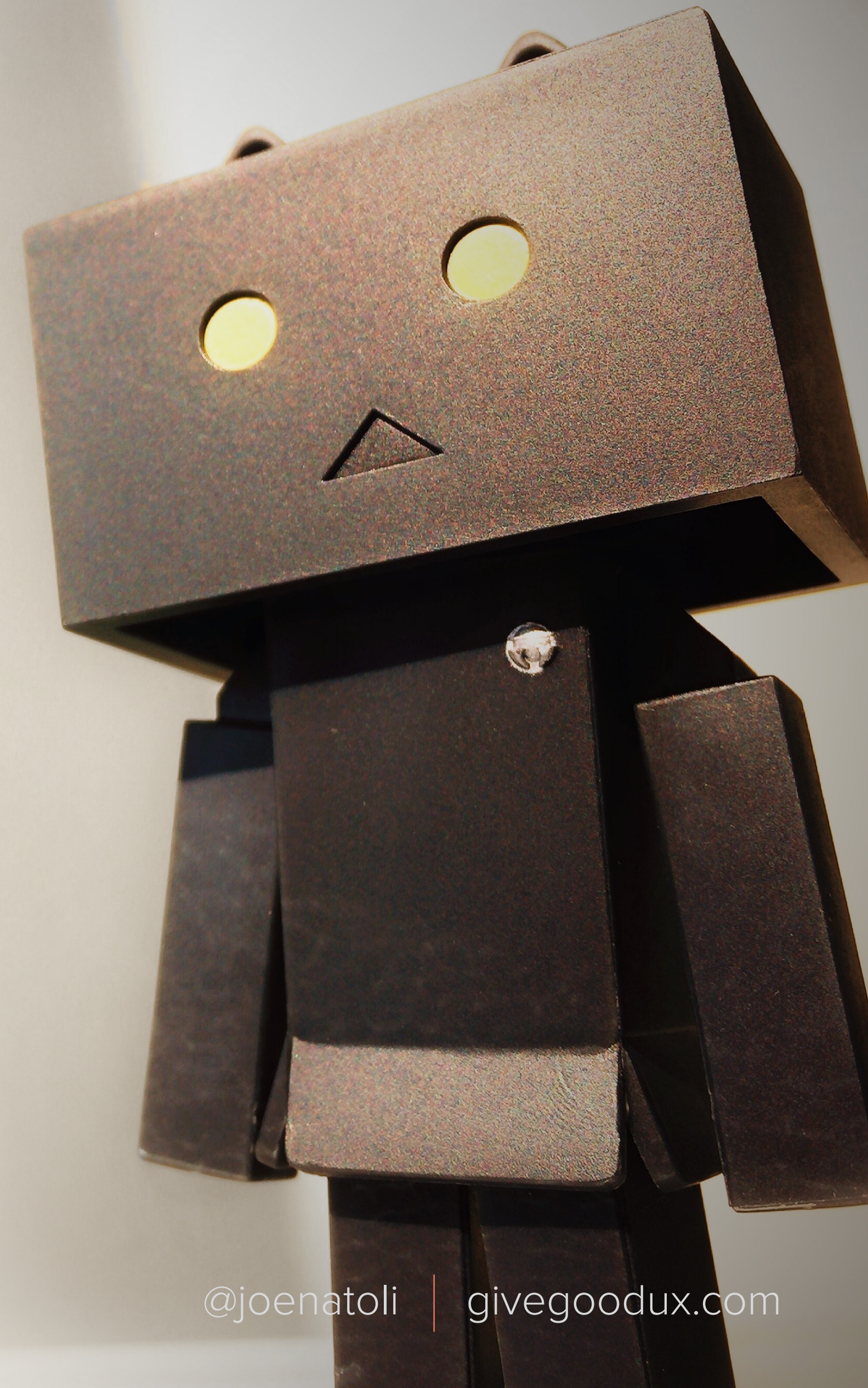
we're afraid of looking dumb.

of being **laughed at.**



but in most cases,
everyone else in the room
has the *same question*.

and just like you,
they're **afraid to ask it**.





no one is fearless.



feel the fear. **ask anyway.**

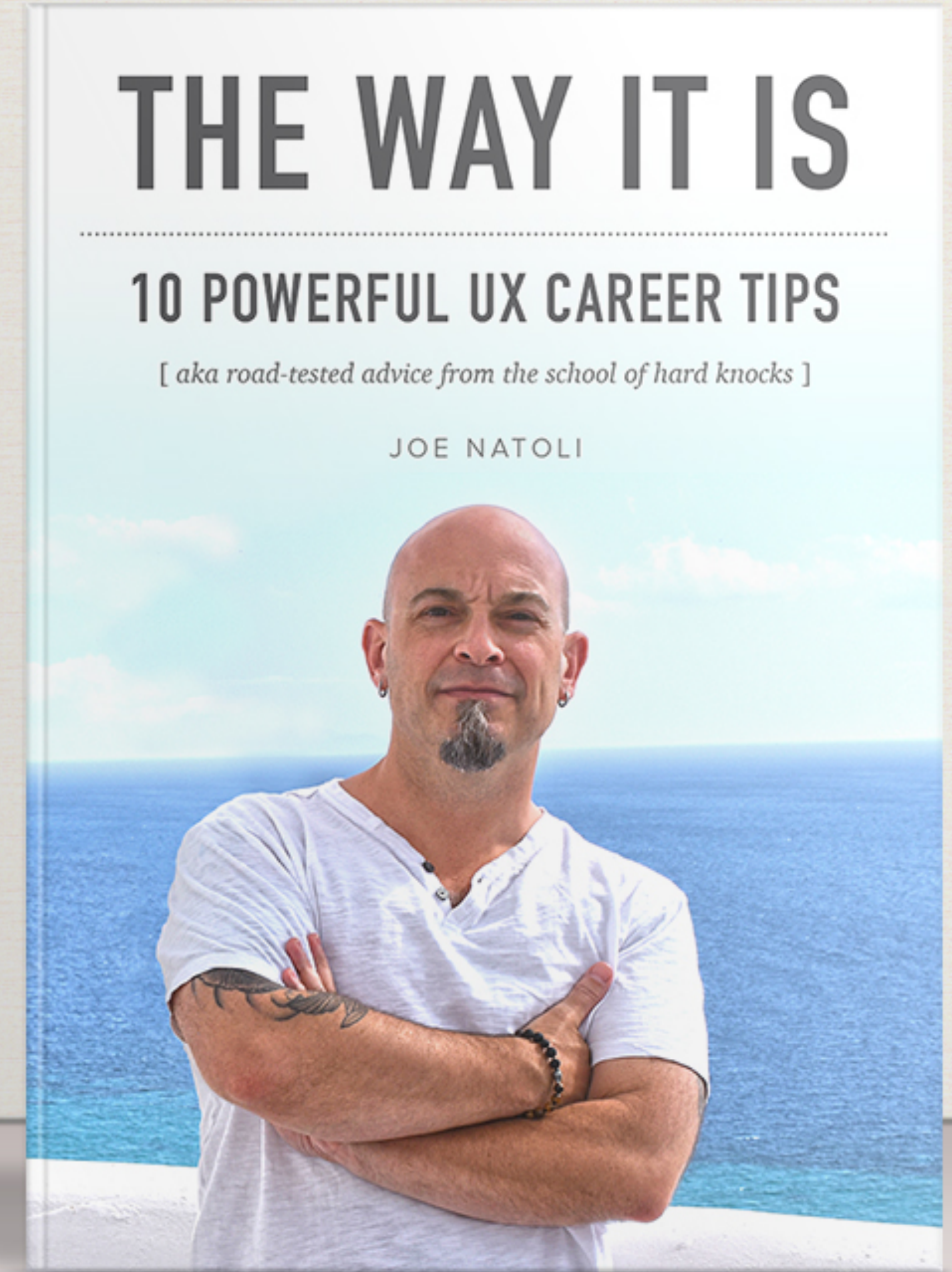
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thank you.

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