

The Need For

Emotional Intelligence

in UX

Darren Hood, MSUXD
March 2018



About Me



A close-up portrait of a woman with long, dark, wavy hair and blue eyes. She is wearing black-rimmed glasses with yellow-green temples. A small, white, rectangular piece of paper is stuck to her forehead, featuring the letters 'UX' written in a bold, black, hand-drawn font. The background is a plain, light-colored wall with a subtle texture.

UX

Title: Site Map
 company.xyz.com
 Version: 3.03
 Date: 06.03.02

ryan design

LEGEND

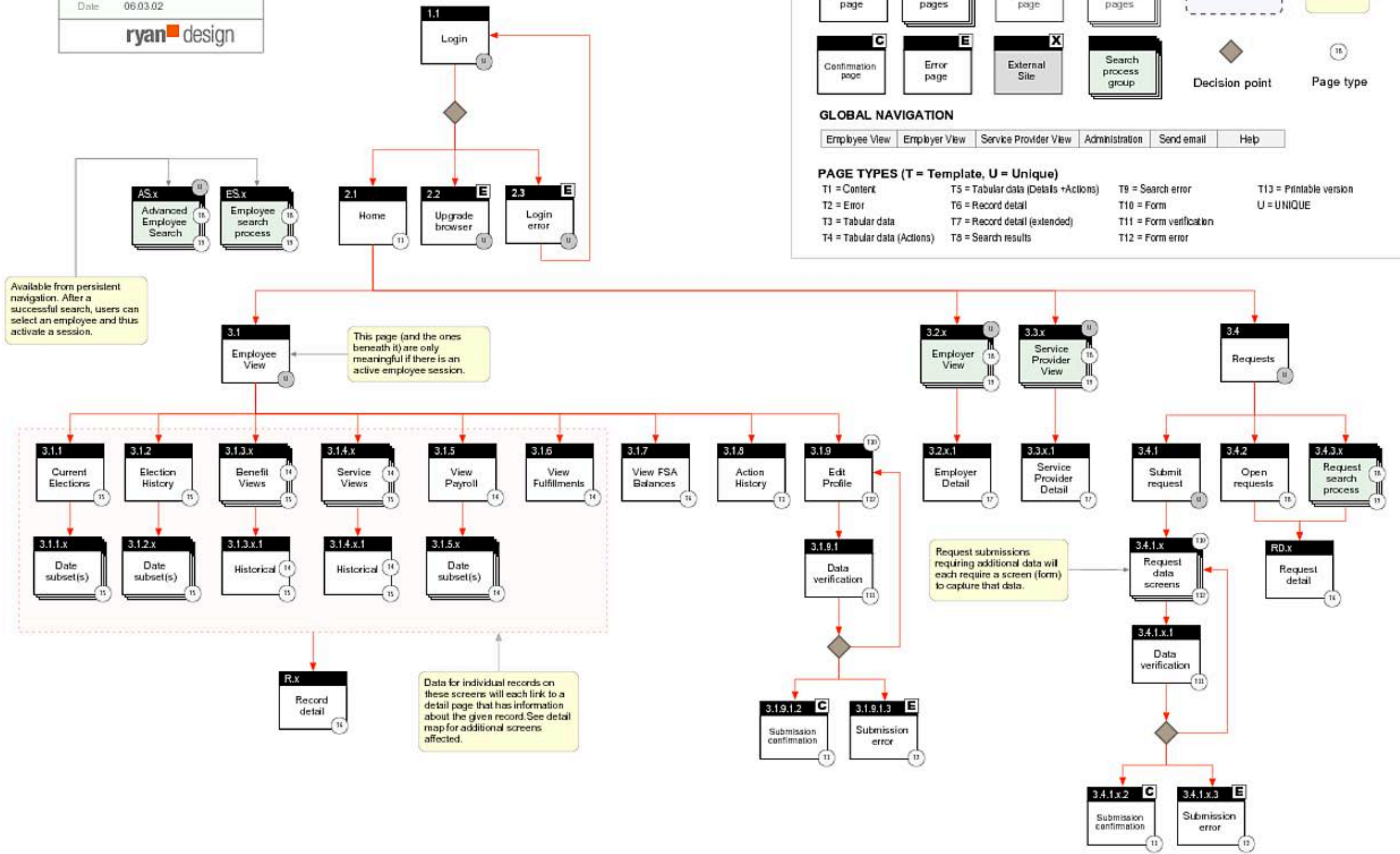
1.0 General page	P.1.x Multiple pages	Future page	Future pages	Conditional area	Note
C Confirmation page	E Error page	X External Site	Search process group	Decision point	Page type

GLOBAL NAVIGATION

Employee View | Employer View | Service Provider View | Administration | Send email | Help

PAGE TYPES (T = Template, U = Unique)

T1 = Content	T5 = Tabular data (Details + Actions)	T9 = Search error	T13 = Printable version
T2 = Error	T6 = Record detail	T10 = Form	U = UNIQUE
T3 = Tabular data	T7 = Record detail (extended)	T11 = Form verification	
T4 = Tabular data (Actions)	T8 = Search results	T12 = Form error	



information architecture



wireframing



prototyping

Sasha

ASTUTE, CONFIDENT,
SAVVY, KNOWLEDGEABLE

SMART SHOPPER

GOAL Shopping smart to get more for her money

“ I don't have stacks of money so I need to make the most of what I have.

FRUSTRATION Shopping to believe she's found the best price

“ I often spend too long looking for the best price on something. I'm never satisfied that I've got the cheapest price.

SATISFACTION Getting one up on retailers

“ I enjoy saving so much it's starting to feel like a game. I love beating the system.



Sasha is 34, married and has a two year old child. She currently works as a part-time office manager and lives in the suburbs of Bristol.

HER FAVOURITE BRANDS



Isobel

MATERIALISTIC, GENEROUS,
SPONTANEOUS, IMPULSIVE

IMPULSE SHOPPER

GOAL Getting a good deal on everything

“ I really like shopping and bargain hunting. I'm guilty of buying things I don't need because they're cheap.

FRUSTRATION Deal hunters

“ I like shopping in-store to find a bargain. I often get lost working out the best deals online.

SATISFACTION The thrill of a bargain

“ I love shopping even if it's not for me. I've got two cupboards full of gifts to give.



Isobel is 36 and lives with her partner and 6 month old child in the suburbs of Newcastle. She works as a shop assistant.

HER FAVOURITE BRANDS



Julia

RESERVED, CAUTIOUS,
PLANNED, WARY

CAREFULLY CONSIDERED SHOPPER

GOAL Being careful with the monthly budget

“ It's my responsibility to make sure everyone in my family has what they need and our money stretches.

FRUSTRATION Lack of trust in other retailers

“ I don't really trust deal sites. I worry that the quality of what I buy will be compromised.

SATISFACTION Saving money left over at the end of the month

“ When I have money left over from the monthly budget I love putting some away for savings and gifts.



Julia is 47. She's married with three children and lives in the suburbs of Leamington Spa, where she works as a nurse at the local maternity hospital.

HER FAVOURITE BRANDS



Rob

TIME-POOR, SAFE,
IMPATIENT, HABITUAL

COMFORTABLE CLASSIC SHOPPER

GOAL Shopping quickly at trusted brands

“ Saving money is too much hassle. I don't have time to hunt around for deals.

FRUSTRATION Too many instant offers

“ I don't browse. I find what I want and buy it. No point worrying about a few quid here and there.

SATISFACTION Shopping and saving quickly - on a needs must basis

“ I bought shoes online and 10% was taken off automatically. No hunting for the discount.



Rob is 44. He's married with two young children and lives in a large village on the outskirts of Basingstoke. He works as a primary school deputy head teacher.

HIS FAVOURITE BRANDS



personas



Back-to-School Deals on Laptops & Tablets
Weekly Deals plus additional savings on Satellite / Qosmio Laptops & Excite Tablets.

Starting at **\$299.99**

[SHOP BACK-TO-SCHOOL](#)

SHOP LAPTOPS

- By Family**
 - Satellite® - Value
 - Qosmio® - Gaming
 - Portégé® - Portable
 - Tecra® - Business
 - Kira® - Elegance
- By Screen Size**
 - 13" - 14" widescreen
 - 15" - 16" widescreen
 - 17" widescreen & up
- By Customer**
 - Home & Home Office
 - Business
 - Education
 - Back to School

WEEKLY LAPTOP DEALS



LAPTOP ACCESSORIES



FEATURED LAPTOP DEALS

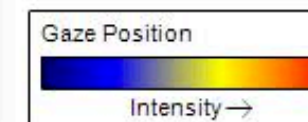
 Value \$529.99 \$349.99 Shop Now	 Performance \$894.99 \$599.99 Shop Now	 Gaming \$1,699.99 \$1,399.99 Shop Now
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Aiming to achieve Growth through Creativity and Innovation

A message from Hisao Tanaka
Director, President and CEO



 Toshiba America Foundation Toshiba America Foundation (TAF) is currently accepting applications for grants to support innovative projects designed by math & science teachers to make their classrooms more exciting & successful for students. Learn More >>	 Toshiba Social Responsibility We believe our Group slogan "Committed to People. Committed to the Future" is an integral part of our corporate ethos & we have designated corporate social responsibility (CSR) as one of our company initiatives. Learn More >>	 ExploraVision Awards Now in its 19th year, ExploraVision encourages K-12 students of all interest, skill and ability levels to create and explore a vision of future technology by combining their imaginations with the tools of science. Learn More >>	 Trade-In & Recycling Program Toshiba's trade-in program for PCs offers customers the opportunity to trade-in their used PCs (Toshiba and non-Toshiba PCs) and upgrade to a new Toshiba PC. Being Green is Easy with Toshiba. Learn More >>
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heatmaps & eyetracking



Rachel Avarez, Production Manager

Manages team of 12 | Works 50 hours/week | 3 years at Enterprise | Houston, Texas

REAL This journey map is based on research of real employees. All events described on this page are based on true stories.



Arrives at office. Meets with staff and managers

Rachel meets with staff to plan the day ahead.

8:00am



"What a great team! I love this office."

Can't start production run because materials haven't arrived

Task Planner says to initiate production run at 1:00pm, but build materials haven't arrived.

9:00am

"This is confusing. I wonder how long we've had this shortage? Why is today the first I'm hearing of it?"

Info & Comm
Unified View
To promote unity, make the same information available to both management and front line staff.

Extends job offer to Mark

After a second interview yesterday, Rachel calls Mark to offer him the job. Mark accepts. Rachel texts the VP Manufacturing to let her know — this is the 10th hire this week in her region. She starts the new hire paperwork.

10:00am

"I love hiring! This guy is going to work out great."

Search & Nav
Hiring Area
Create an easy online area to walk managers through the hiring process.

Logs on to Intranet to start new hire paperwork

Rachel logs onto the Intranet again. She enters her password again.

11:00am

"These password requirements are crazy. Letter, number, capital... good thing I wrote it on a sticky note."

Access
Simpler Passwords
Beware of a false sense of security from overly-complex passwords, which get written down.

Completes materials order; faxes it in

Rachel gets input on material order from the last of her employees. She completes the paper form and faxes it to Office Solutions.

12:00pm

"I love finishing the material order!"

"Why isn't this form online? I can't believe I'm sending faxes in 2016."

Business Process
eForms
Use electronic forms that are completed and submitted in a web browser. It saves time for both the sender and recipient of the form.

Janet Danforth quits

Janet is leading a key project, but she calls Rachel and tells him she's taken another job. She'll be leaving in 2 weeks.

1:00pm

"I hate it when someone quits! What did I do wrong? Did I not create the right work environment for Janet?"

Access
Office Tablet
Make systems available on an office tablet so managers don't have to go to their office.

Works in office on scheduling

Rachel spends an hour in the office adjusting the production schedule for the upcoming week. She also starts the paperwork for Janet's exit.

2:00pm

"I wish I could do this on a tablet out front where my staff can see me. I want to set a good example."

Access
Office Tablet
Make systems available on an office tablet so managers don't have to go to their office.

Logs onto Task Planner

Rachel logs onto Task Planner to see if there are any new tasks or notices.

3:00pm

"My computer is secure, so why do I have to log in to the intranet again? I was just here! Where's my sticky note..."

"There is so much stuff in Task Planner. Wish I could search it..."

Access
Stay Logged In
Except for public computers, keep users logged on for 2+ weeks.

Trains staff member

Rachel helps a new hire through the training workbook.

4:00pm

"These training workbooks are great. I'm glad we've gone back to paper instead of training online."

Business Process
Simpler Task Planner
Remove news and other non-task information from Task Planner.

Leaves for the day

It's been 9 hours since Rachel got to work. She briefs the assistant manager before heading home.

5:00pm

"Some good things happened, some bad things happened. All-in-all an okay day."

Business Process
Alert System
Establish an alert system that can't be missed.

Production Manager calls: urgent materials recall

Rachel's PM calls with an urgent message: they've just learned of a plastics defect and the production line must be halted.

6:00pm

"Why did the PM have to call me? If there was a better system I could've learned about this hours ago."

Business Process
Alert System
Establish an alert system that can't be missed.

Drives to plant to investigate

Rachel can't access the production system from home. She decides to return to the plant herself to ensure the plastics issue is being dealt with effectively.

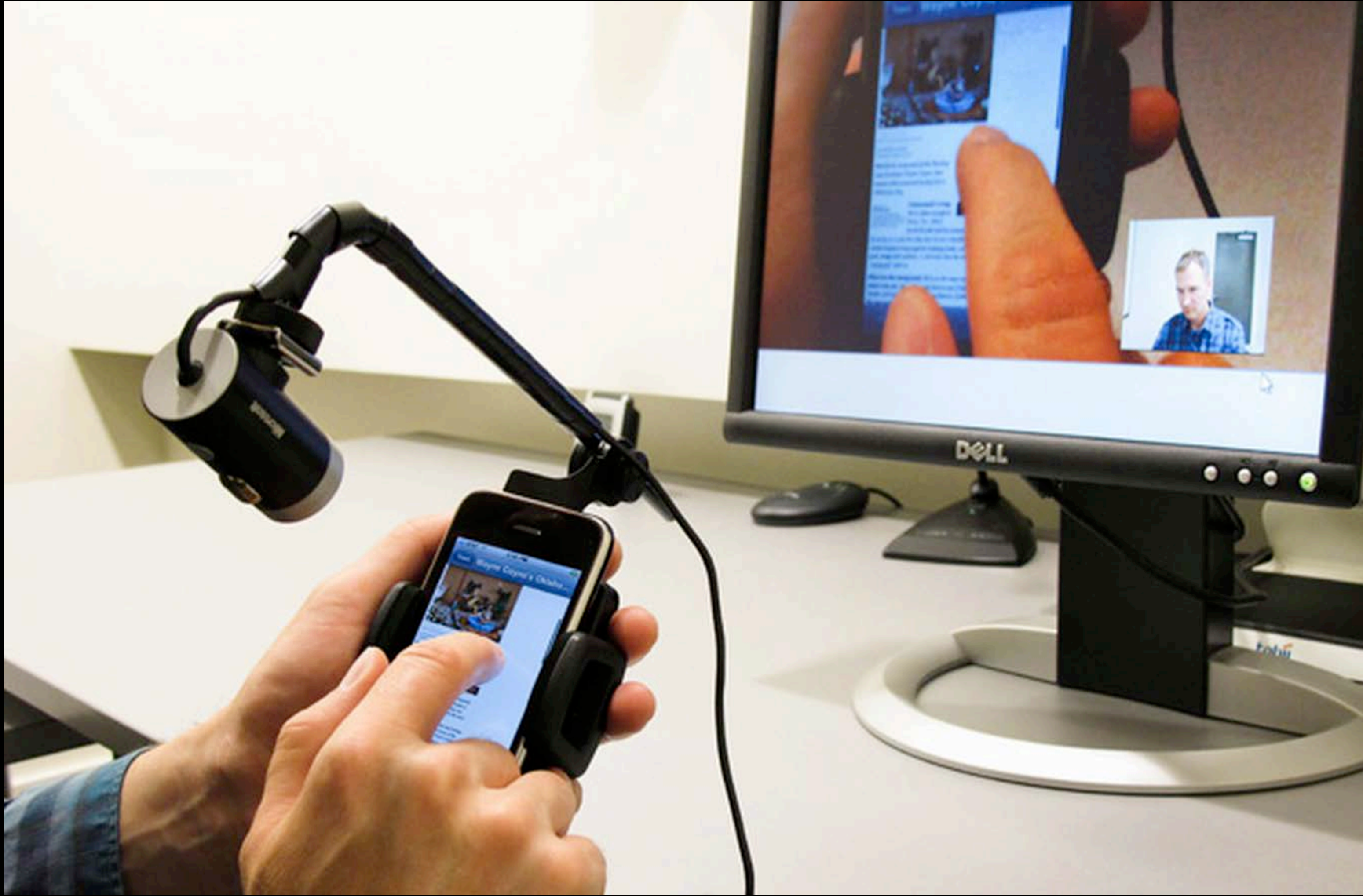
7:00pm

"If I could log on from home I could find out what's going on without driving back to the office."

"Man, what a day."

Access
Home Access
Provide full system access at home.

journey maps



usability testing



design sprints



deliverables



artifacts



methodologies

Faceted Search
Suggestive Search
Nomenclature
Information Foraging
Wayfinding
Taxonomies
Information Management
Site Maps
Pattern Libraries
Wireframes

Brand Experience (BX)
Customer Experience (CX)
Lean UX
Vendor Management
Agile Methodologies
Risk Mitigation
Emotional Design Impact
Innovation
Interactive TV
Email Marketing
Iterative Design
Statistics

Autonomy
Error Recovery
Accessibility
Scannability
Readability
Common Convention
Consistency
Cognition
System/Real World Match
Intuition

Information Architecture

Persuasive Design
Findability
Scenarios
Fitts' Law
Personas
Navigation
Copywriting
Semiotics
Information Visualization
Metadata
Information Scents

Design Thinking
Storyboarding
Journey Mapping
UX Strategy
Typography
Interactive Voice Response (IVR)
Content Strategy
Cognitive Load

E-Commerce
Iconography
Aesthetics
Gestalt Theory
Contrast
Spatial Memory
Prototyping
Mockups

Interface & Interaction Design

Style Guides
Visual Design
Color Psychology
Responsive Design
Mobile Design
Adaptive Design
Human-Computer Interaction
Tactile Interaction
Visual Communication

Analytics
Online Advertising
Instructional Design
Emotional Intelligence
Blended Learning
Ergonomics
Client Management
Internet of Things
Pictorial Realism
Cognitive Psychology
Mental Models
Design Sprints

Heuristics/Usability

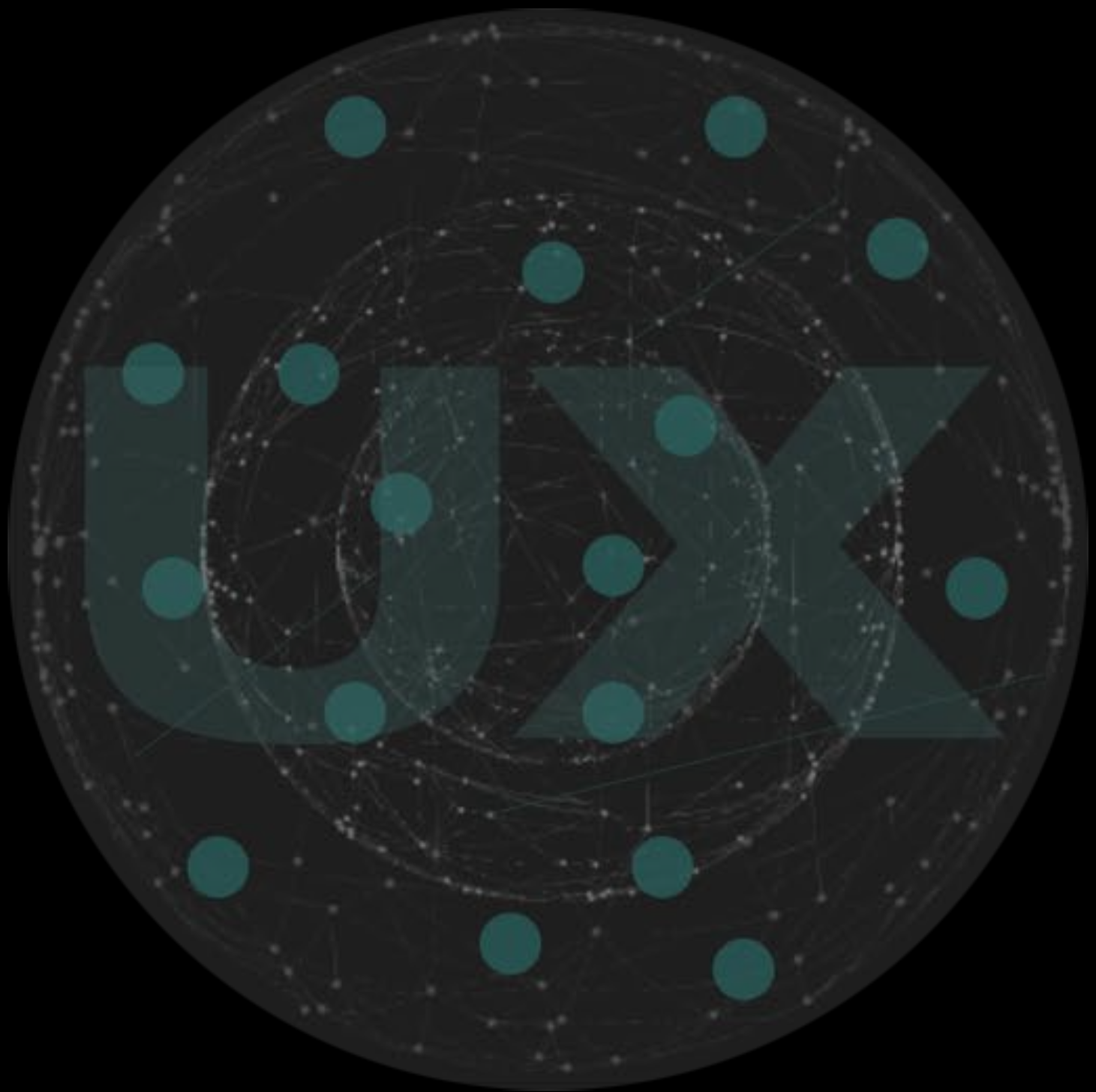
Efficiency
Clarity
Minimalism
Learnability
Simplicity
Delight
Ease of Use
Transparency
Affordances

Sound Design
Augmented Reality
Virtual Reality
Empathy
Key Performance Indicators
Gamification
Content Inventory
Annoyances

Eyetracking
Affinity Diagramming
Guerilla Research
Focus Group Moderation
Survey Design
Ethnography
Qualitative Research
Qualitative Research
Diary Studies
Needs Analysis
Task Analysis

Research

Interviewing
First Click Testing
Heat Maps
Data Synthesis
Data Analysis
Competitive Analysis
Remote Testing
Contextual Inquiry
Field Studies
Intercept Surveys
Multivariate testing
Mixed Method Research
Card Sorting

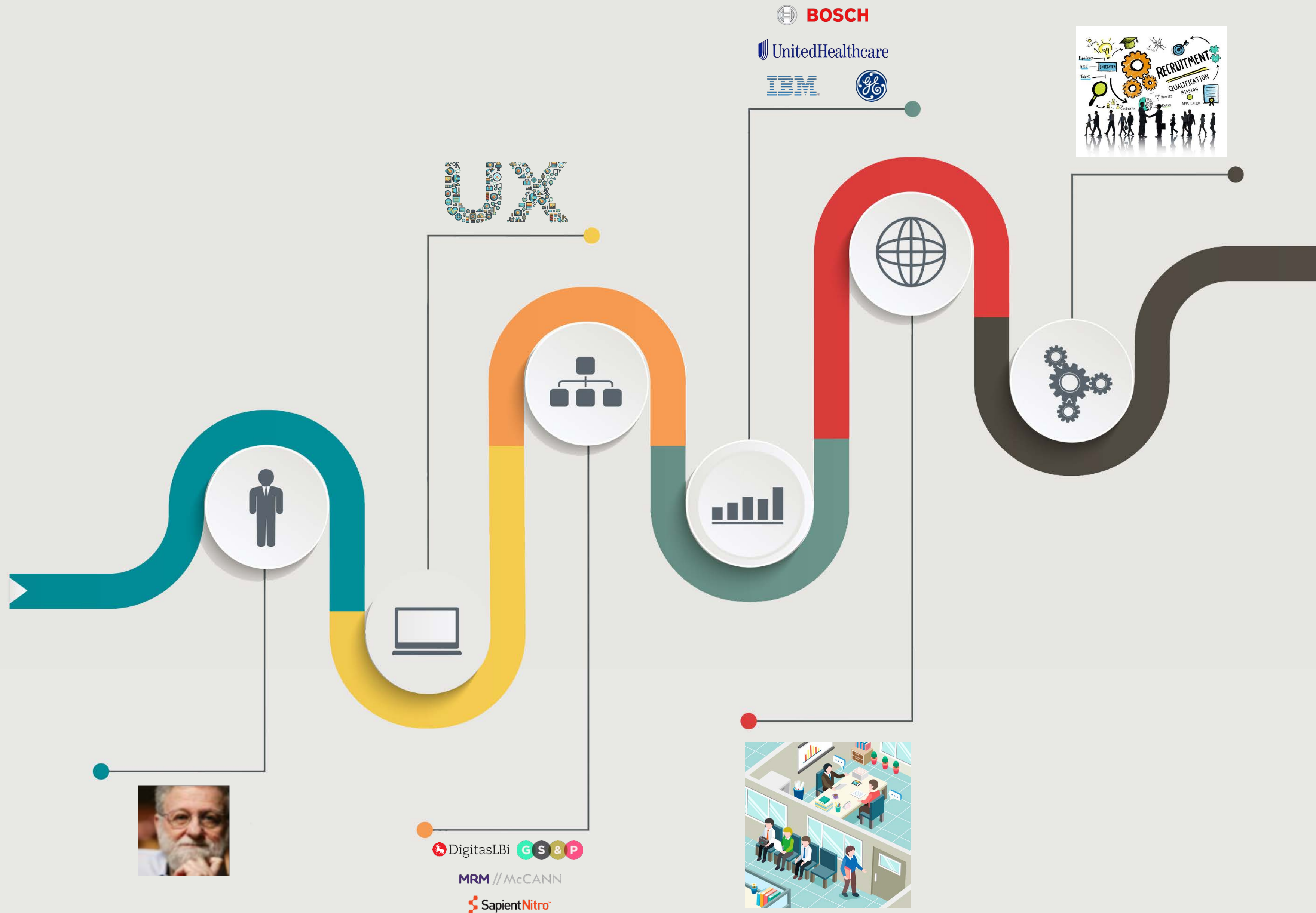




soft skills

**emotional
intelligence**





UX

BOSCH

UnitedHealthcare

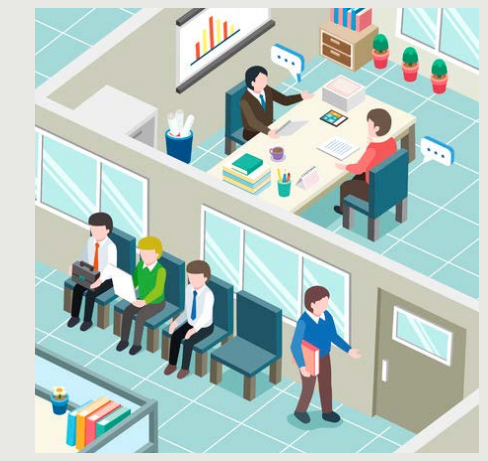
IBM



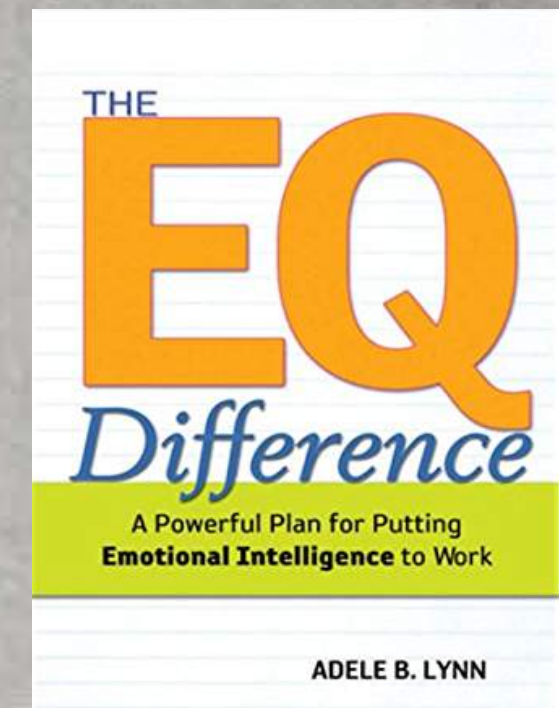
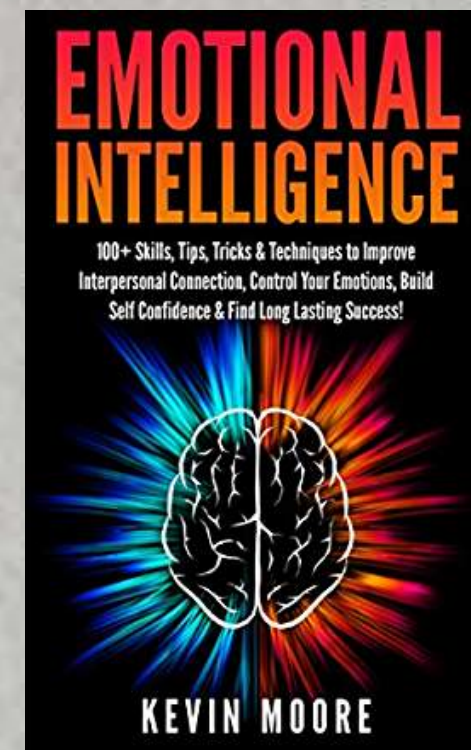
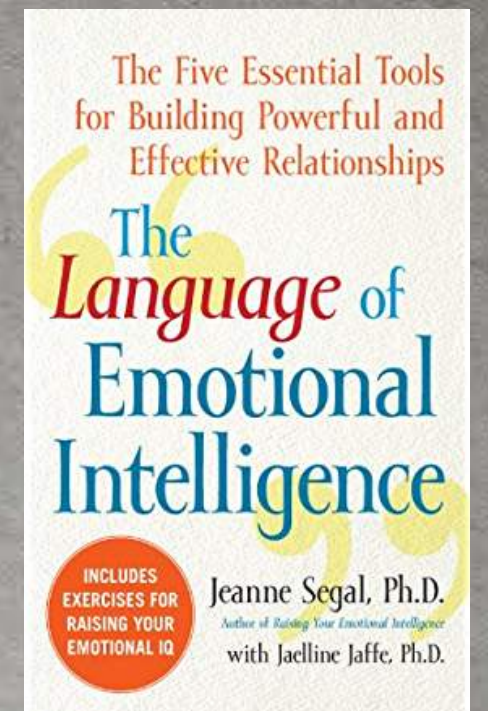
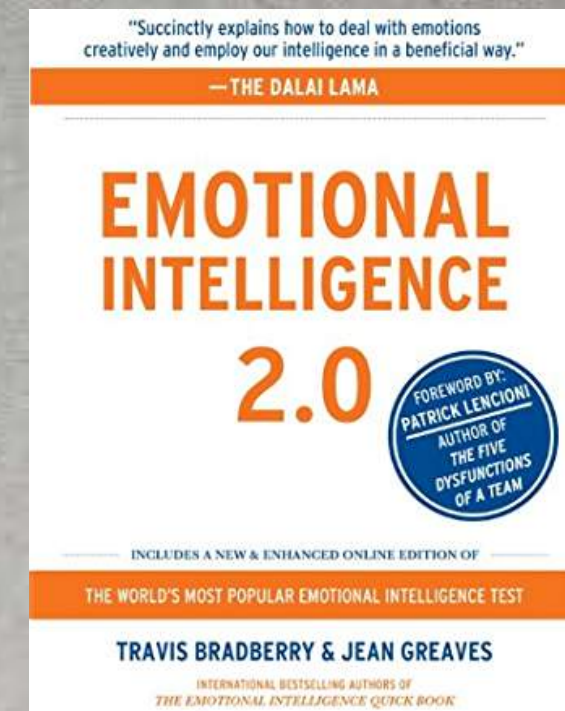
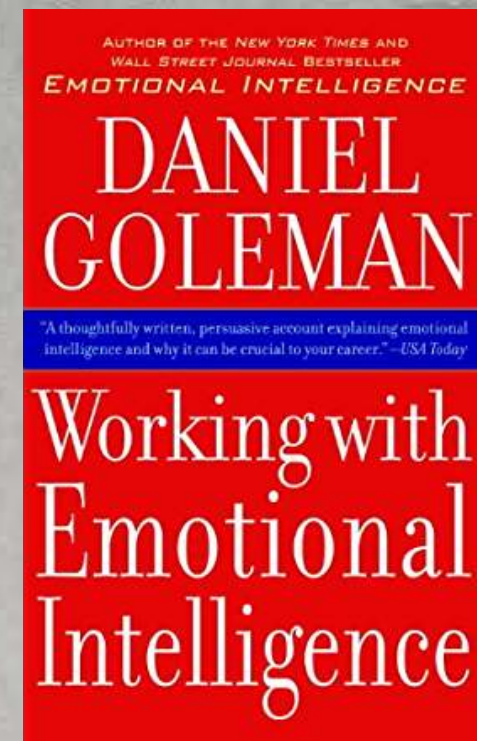
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SapientNitro





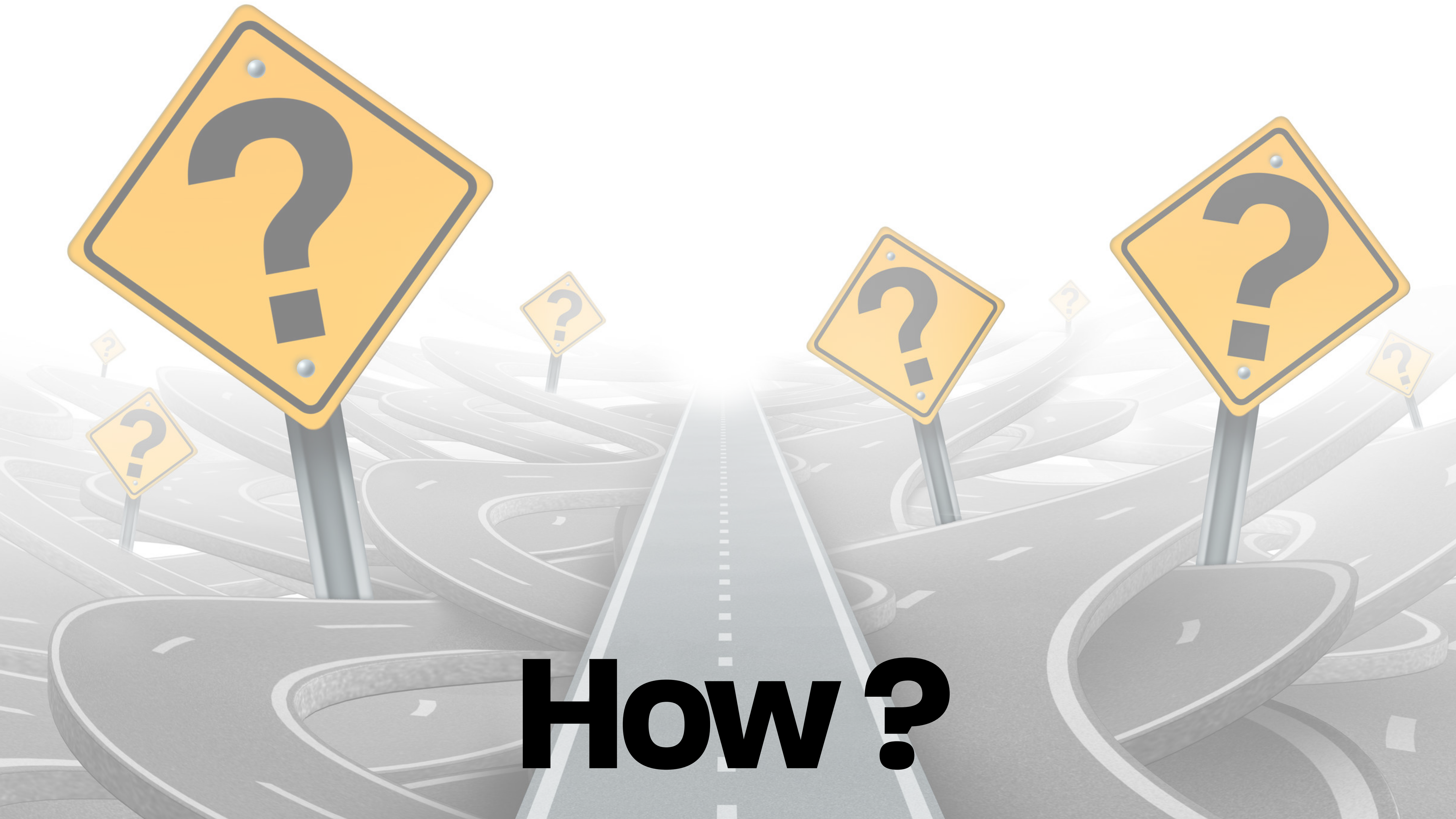


Emotional Intelligence

An Overview

- **Self-awareness and self-control**
The ability to fully understand oneself and to use that information to manage emotions productively.
- **Empathy**
The ability to understand the perspectives of others.
- **Social expertness**
The ability to build genuine relationships and bonds and to express caring, concern, and conflict in healthy ways.
- **Personal influence**
The ability to positively lead and inspire others, as well as one's self.
- **Mastery of purpose and vision at work**
The ability to bring authenticity to one's life and live out one's intentions and values.

~ Adele B. Lynn



How ?

scenario 1

scenario 1

of persuasion and evangelism

- Sam's company has been losing competitive advantage due to not having a suitable mobile experience for its clients.
- To expedite the process, the company acquires a start-up that already has a solution that just needs to be improved in order to be ready for prime time with its user base.
- Stakeholders are in a hurry to “get something out there” and aren't concerned about ease of use. They approach Sam and the UX team with a request to “just make it pretty.”

scenario 1

of persuasion and evangelism

- In addition to recognizing the need to assist with the initiative, Sam also realizes this is a great opportunity to evangelize and educate stakeholders about UX — without adding bloat to the timeline and making sure to provide value.
- Sam and the UX team collaborate to evaluate the current application's usability.
- Results from a heuristic evaluation and application of the company's style guide to the newly-acquired resource are presented.
- The presentation begins with insights about the strategy applied to the effort.
- The presentation also includes brief, capsulized explanations of the reasons behind the design recommendations.

scenario 2

scenario 2

overcoming order taker syndrome

- Kelly provides user experience support for a major project where there's an awareness among stakeholders of the need to redesign the organization's site. There are three members on the UX team.
- Three of the five stakeholders have not been communicating with the team and have been holding separate meetings with the express purpose of redesigning the site's look and feel in hopes of gaining favor with executives.
- Kelly has attempted to meet with stakeholders several times in an attempt to understand requirements for the initiative, but they have been in avoidance mode.
- The "covert" designs are presented during a formal team meeting. From a UX perspective, there's heavy cognitive load, extremely confusing information architecture, problematic contrast, and several dead ends.
- The design is given to Kelly with orders to create wireframes and hand off to the development team.

scenario 2

overcoming order taker syndrome

- While Kelly's attempts to gain a greater understanding of the initiative have met resistance, Kelly has deferred to the need for collaboration.
- Kelly understands that the absence of requirements can be averted by translating the designs submitted by the "rogue" stakeholders (i.e., an attempt to confirm requirements can be gleaned from what was presented).
- Kelly declines to provide input during the session and requests a few days to assess the direction and submit formal feedback and recommendations where appropriate.
- Upon receipt of the presentation, to expedite the response time, Kelly partners with a UX team member to perform a task analysis on the current site, cross-reference with the proposed new design, and conduct a heuristic analysis in conjunction with the proposed direction.
- The UX team also seeks to confirm requirements derived from the "covert" efforts are confirmed
- Kelly conducts a meeting with all stakeholders, where efforts from the stakeholders are acknowledged. Findings and recommendations are presented.



Assessment

Personal intelligence is reflected by understanding self and knowing who you are. Such people evaluate others more accurately and therefore make more allowances for others' foibles; they are better at acknowledging their own limitations, too. Those who are talented at this reasoning power make better guesses about how people are likely to behave. And they have a generally good idea about how their acquaintances, colleagues, and friends perceive them—they know their own reputation.

— *Psychology Today*

[Access the MindTools EQ assessment](#)



Discussion Time



Overlooked Emotional Intelligence Traits

**Overlooked
Emotional
Intelligence
Traits**

curiosity

*an innate tendency to
delve into what one
does not know*

**Overlooked
Emotional
Intelligence
Traits**

idealism

*the willingness to engage in speculation
to help establish new boundaries*

**Overlooked
Emotional
Intelligence
Traits**

pragmatism

*the focus on being practical
and maintaining a commitment
to what actually works*

**Overlooked
Emotional
Intelligence
Traits**

adaptability

*morphing in accordance with
conditions, circumstances, and
requirements fostering optimal
attitude and performance*

**Overlooked
Emotional
Intelligence
Traits**

resilience

*the ability to rebound quickly
from disappointments, distractions,
or uncomfortable factors,
being committed to progress*

**Overlooked
Emotional
Intelligence
Traits**

friendliness

*having a strong sense of cordiality
and the ability to engage successfully
with others comfortably
and without duress*

**Overlooked
Emotional
Intelligence
Traits**

neutrality

*having a maturity level void of bias
and/or the ability to suppress bias,
preconceived notions, and preferences*

**Overlooked
Emotional
Intelligence
Traits**

perception

*a strong sense of awareness,
sensitivity, and comprehension
of the states and factors
associated with people or things*

**Overlooked
Emotional
Intelligence
Traits**

arbitration

*the ability to accurately identify
priorities and negotiate viably mutual
agreements for users and businesses*

DANGER

EQ DEFICIENCY DETECTED

EQ Red Flags

hypercritical

fear

**detrimental
ambition**

denial

deflection

stubbornness

trolling

inferiority

incivility

closing snippets



UX is about... people.

Major benefits of emotional intelligence

Fosters ongoing improvement of our personal UX maturity level.

Helps us to manage and navigate UX spaces successfully.

Equips us to bring optimal value, beyond the world of deliverables.

Helps establish a difference between yourself and UX poseurs and retrofits.

Helps reduce the chances the discipline will be trivialized.

Emotional Intelligence Factoids

Emotional intelligence (EQ) allows us to better connect with the people around us in nurturing and productive ways.

~ Kevin Moore

Emotional Intelligence Factoids

It takes emotional intelligence and on-the-job experience to recognize ***them*** (problem interviewees during user research) and respond appropriately.

~ Mia Northrop

Emotional Intelligence Factoids

People with higher EQs make an average of \$29,000 more than those with lower EQs.

~ Travis Bradberry

Emotional Intelligence Factoids

Improving emotional intelligence can be done at any stage of life... regardless of intellect.

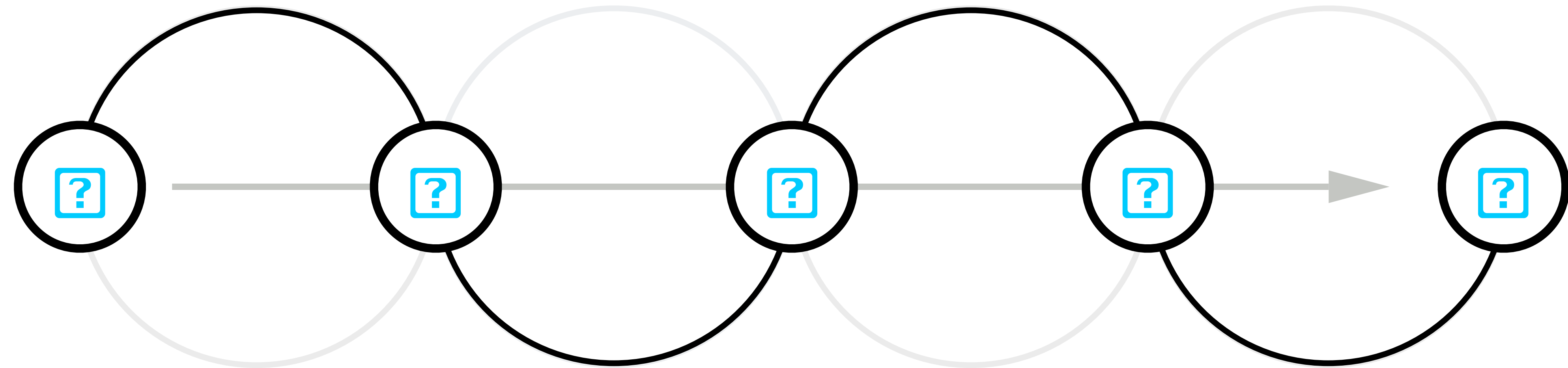
~ Kevin Moore

Emotional Intelligence Factoids

In the world of UX, there's nothing more damaging than person who knows the methods... but lacks emotional intelligence.

~ Darren Hood

Achieving Emotional Intelligence (Areas of Interest)



Know &
Control
Yourself

Understand
& Support
Others

Build
Genuine
Relationships

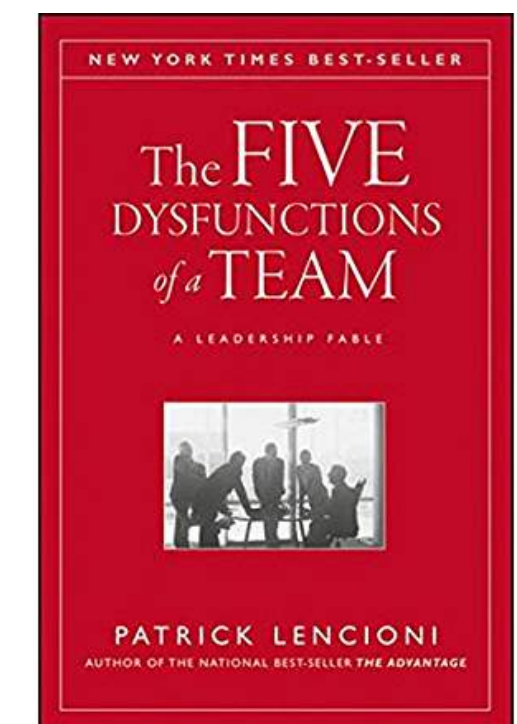
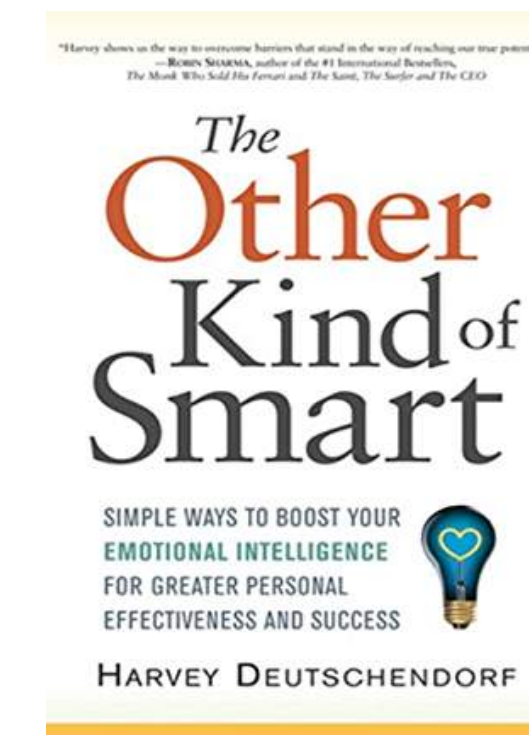
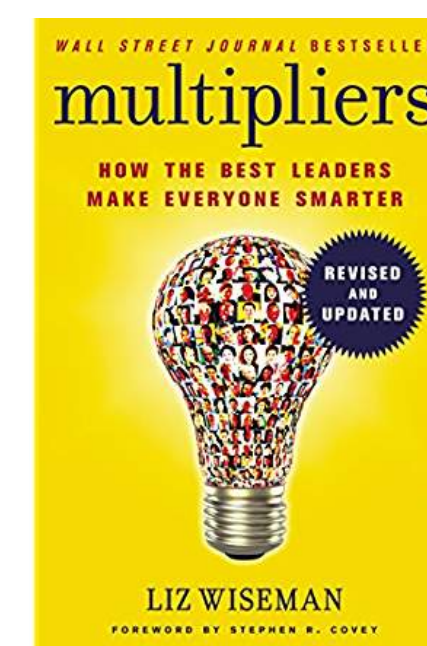
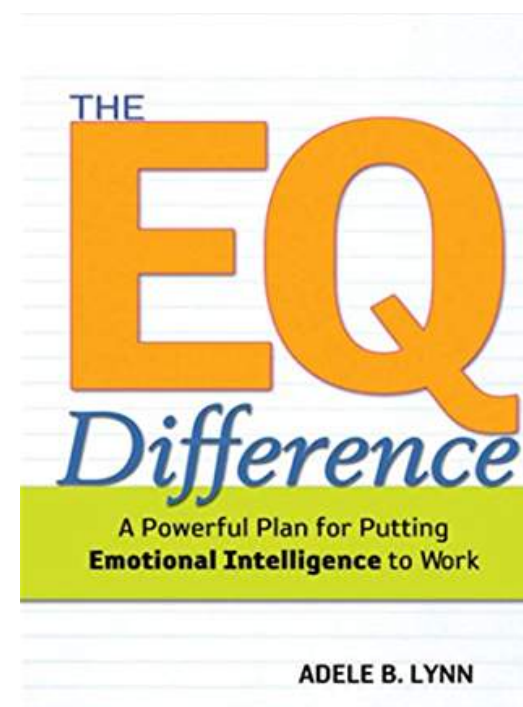
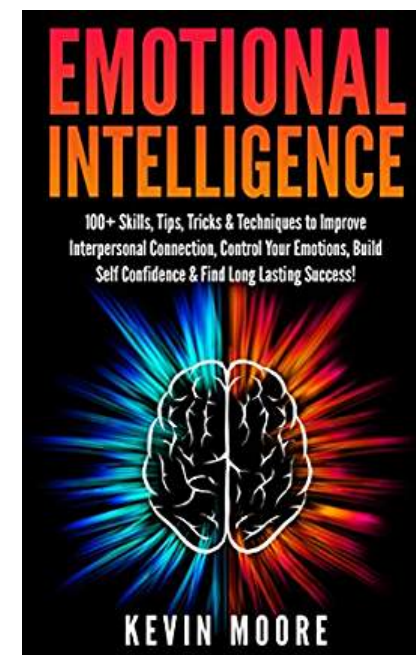
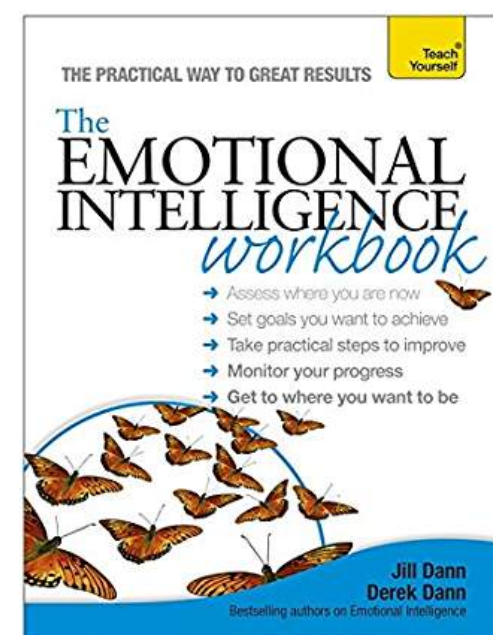
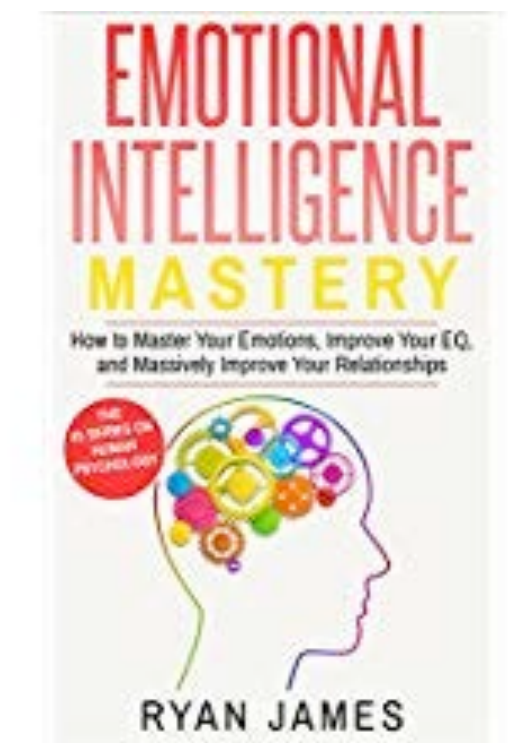
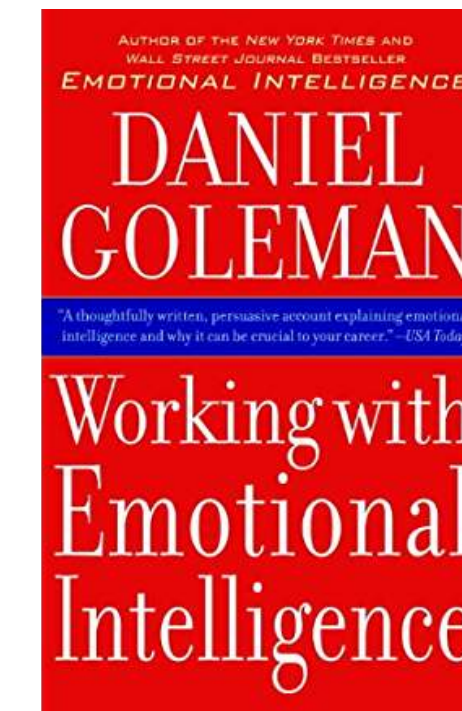
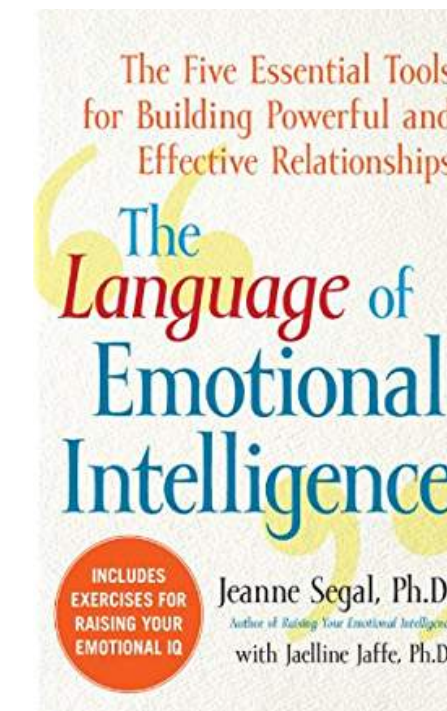
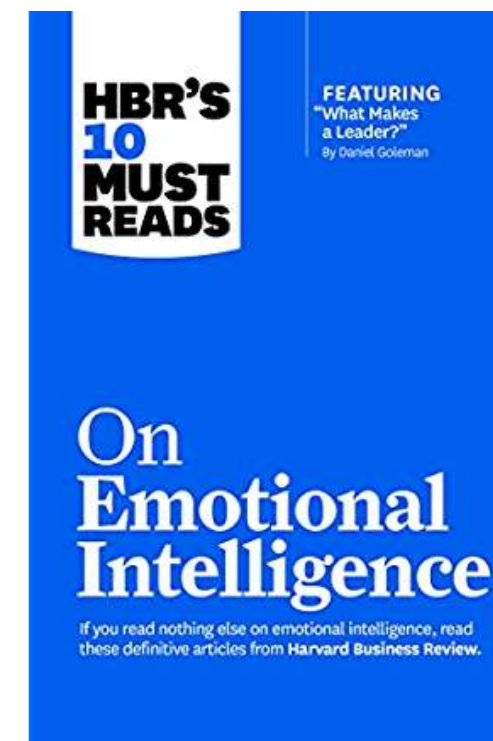
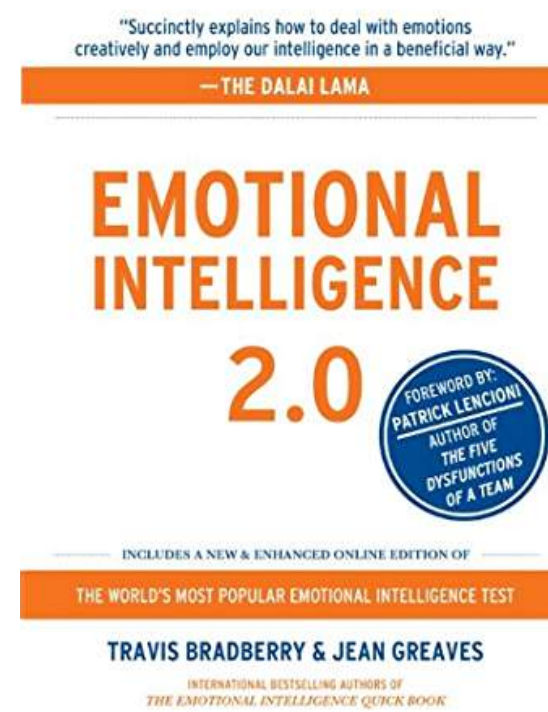
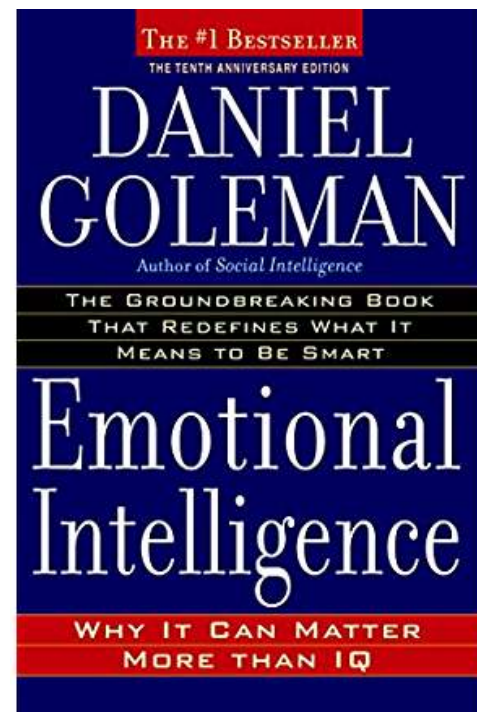
Lead &
Inspire
Others

Master
Your
Path

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Books





4:35

Darren Hood, MSUXD



Darren Hood, MSUXD

Seasoned user experience professional |
Adjunct instructor | Conference and seminar
speaker | Doctoral student

Kent State University
Greater Detroit Area • 500+ [👤](#)

- 31+ years of public speaking experience
- 21+ years of human-computer interaction and usa...

Your Dashboard

Private to you

★ ALL-STAR

779

Who viewed
your profile

1,810

Post views

177

Search
appearances

📁 Career interests

thank you.

@darrenhood

@emergeux