Abby Covert

Sense Making Lessons

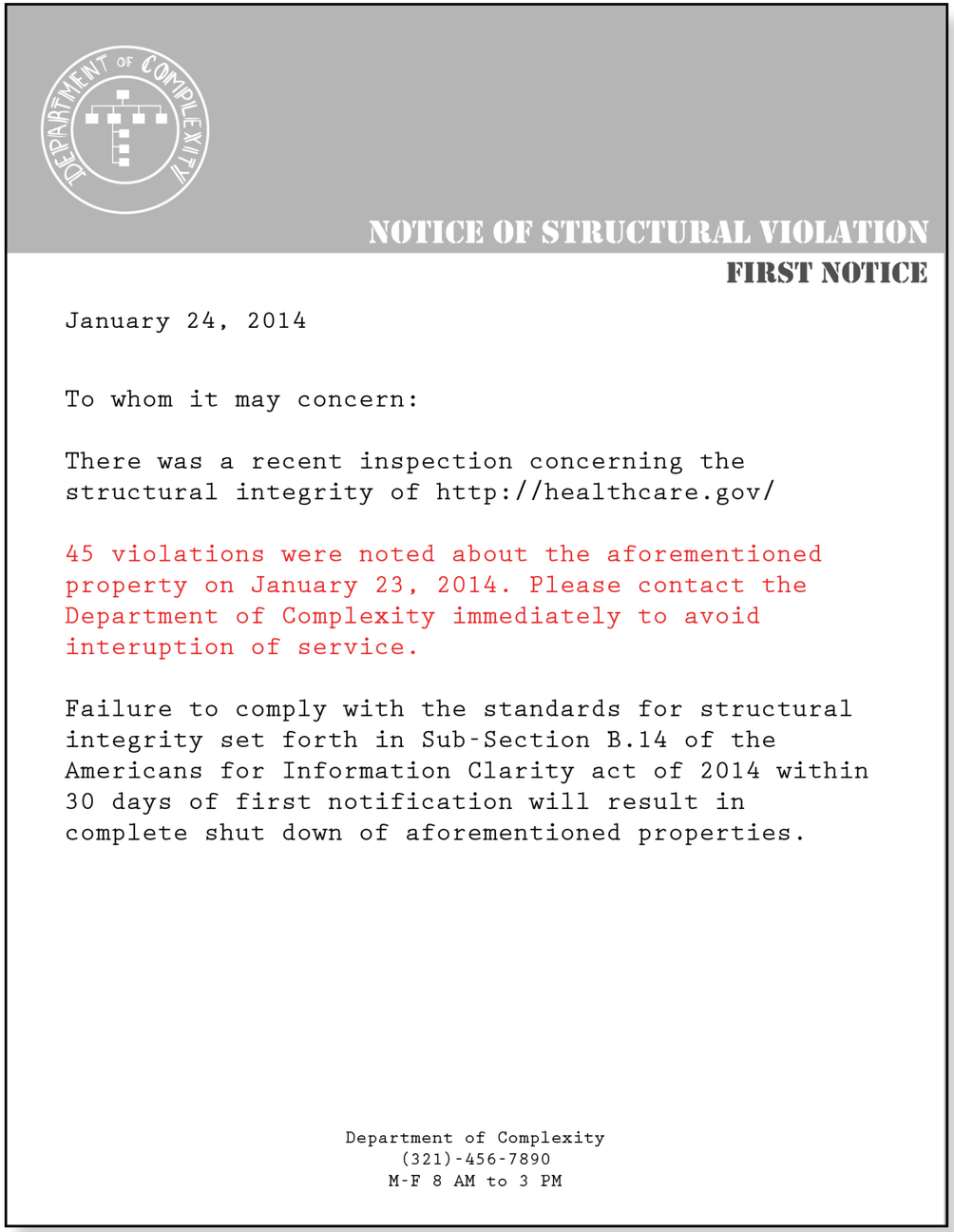
FROM THE PRIVATE SECTOR

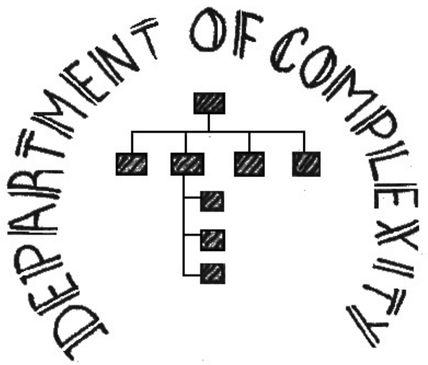
Reasons for my civic duty

1. The messes you all face have me in awe
2. I know how hard it is to make sense
3. I have tools to share to make it feel more manageable

The Department

of Complexity





Prerequisites w/ Low Probability

- Convinced ourselves we already have our arms wrapped around complexity enough to judge the fittingness of others' approaches to managing it.
- Documented examples of good and bad complexity management in practice
- Published academically-based theories, frameworks and recommendations to reference to sense makers across all industries and fields of practice

Three Lessons & Three Tools

Lesson 1:
Swoop up and down, Swoop round and round

Tool 1:
Stakeholder Interviews

Lesson 2:
Unmapped Complexity Breeds Fear

Tool 2:
Systematic Audits

Lesson 3:
It’s People all the way

Tool 3:
Kindness & Bravery

1

Swoop Up and Down
Swoop Round & Round

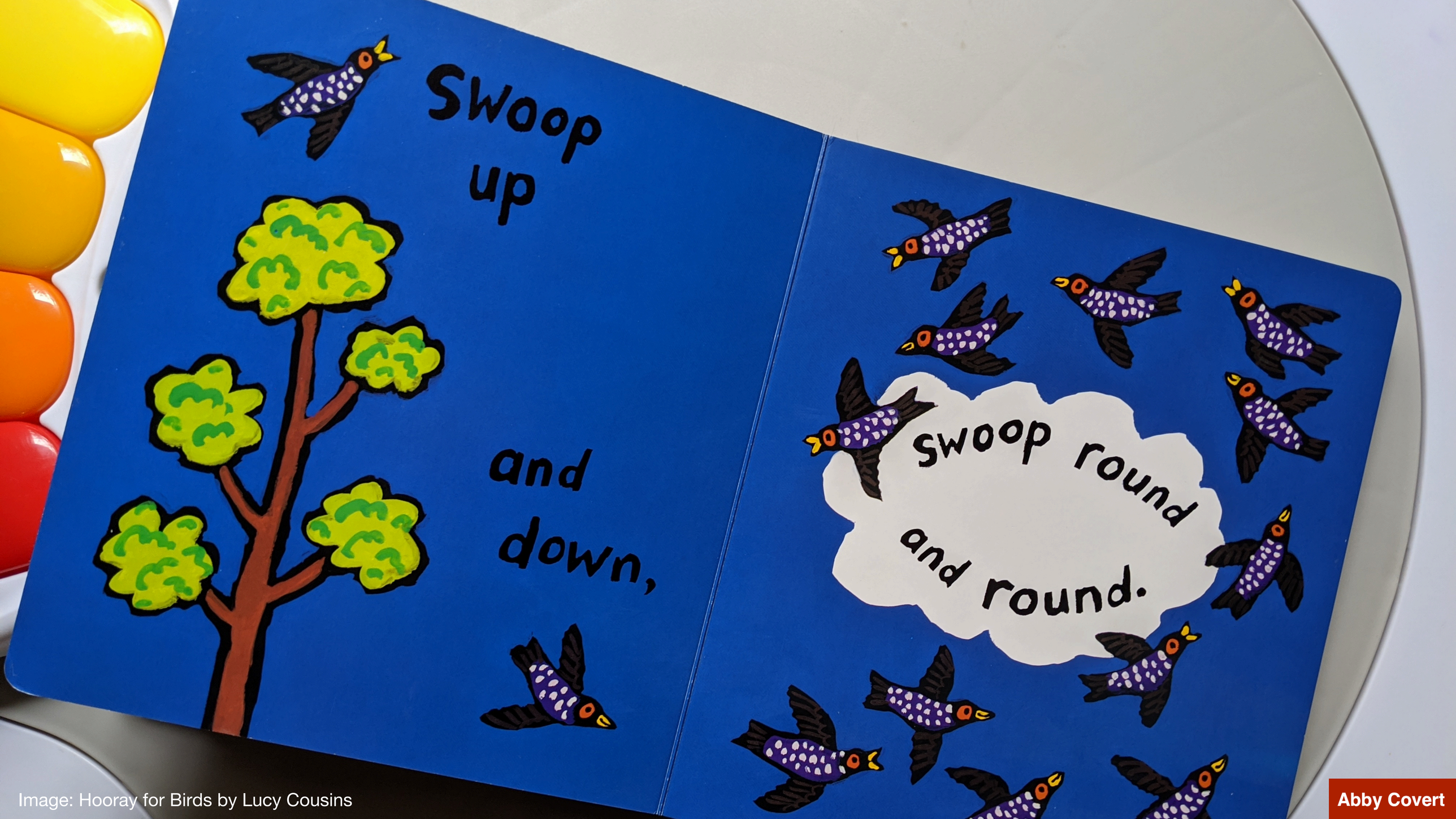
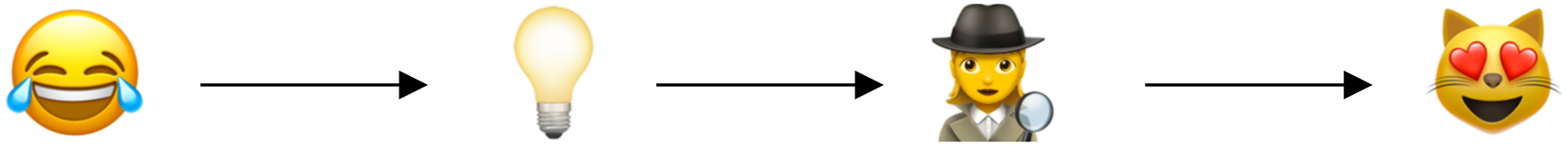


Image: Hooray for Birds by Lucy Cousins

Abby Covert

“ Do organizations generally just give you everything you need at the start of the project or how does that all work? ”

A student recently



Me

Images: https://emojipedia.org/apple/

Actionable Areas of Inquiry

1. Context
2. People

Context

- What is the **historical** context?
- What is the **end user** context?
- What is the **internal user** context?
- What is the **systems'** context?
- What is the **data** context?
- What is **product, market or industry** context?
- What is the context of **time, team & resources** available?

People

Who are the people or teams:

- **within** what you are working on?
- **below** what you are working on?
- **above** what you are working on?
- **adjacent to** what you are working on?
- **behind** what you are working on?

Stakeholder Interviewing

What is stuck in peoples' heads?

Set boundaries before the questions start

Boundaries I Set

- You were chosen because your experience matters to the work I am trying to do
- I am recording so I can listen back and transcribe fully
- What you say in this room is private, and your identity will never be revealed to anyone
- I am interested in your experience, and your ideas — so there are no wrong answers

Lean on the script, a perfect prop to push people further

Plan a flow to build trust

Trust Building Flow

1. **Position:** Questions that explore the stakeholders position in relation to the subject being explored in the interview.
2. **Beliefs:** Questions that push to explore the things the stakeholder believes to be true as it relates to the subject being explored.
3. **Doubts:** Questions that push the stakeholder to explore the things that make them less comfortable in the subject being explored.
4. **Color:** Questions that you feel they are uniquely positioned to answer given their background, experience and/or answers to the above

Abby Covert

Talk to the Right People

What does it mean to *hold* stake?

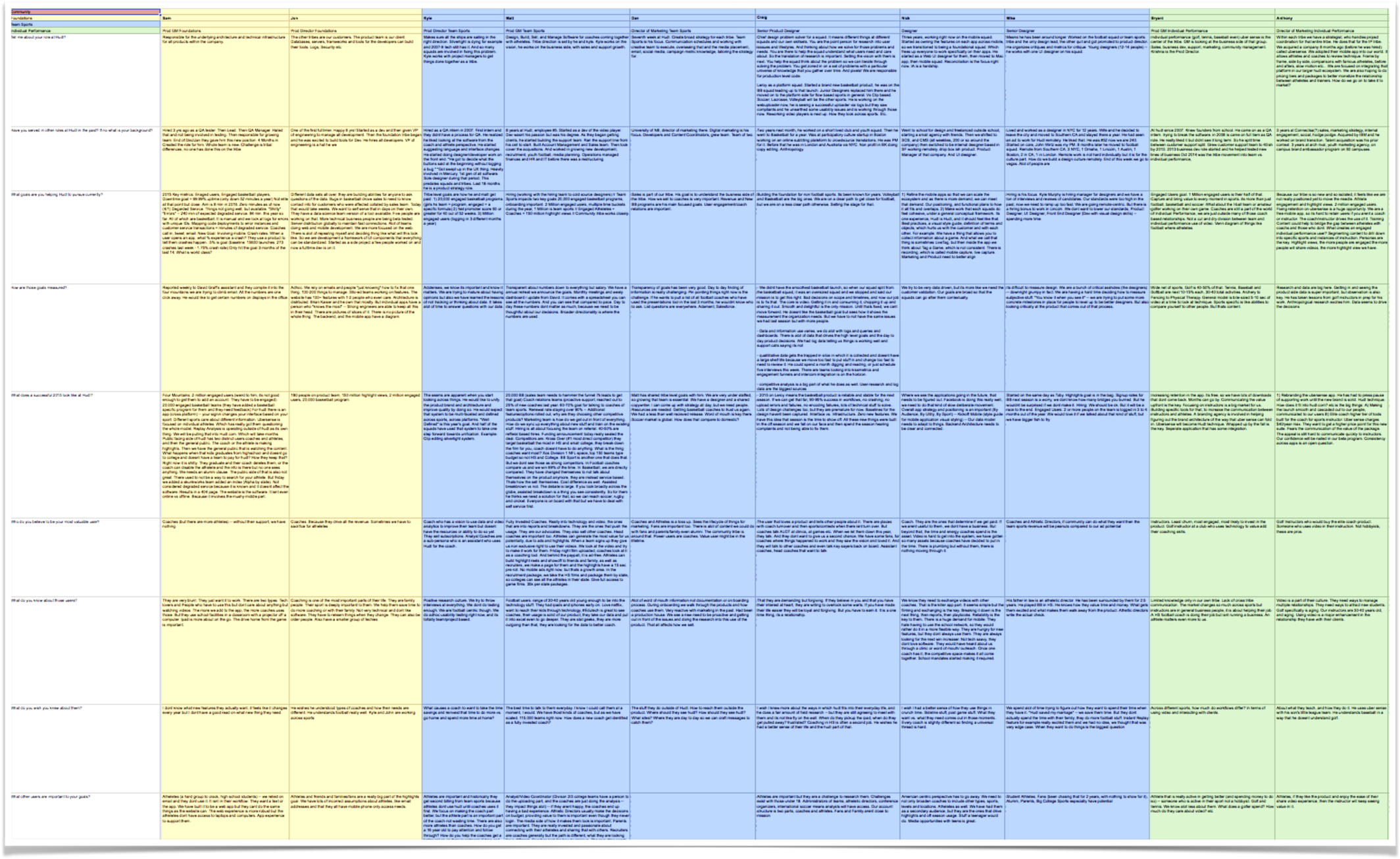
Find the people who…

- Could change the course of your project mid stream
- Sign off on your work or the work of your partners
- Will help you make the thing you are making
- Market the thing you are making
- Measure the success of the thing you are making
- Maintain the thing you are making
- Translate/interpret/adapt the thing you are making
- Provide customer service on the thing you are making

Give as much *after*
the interview as *before*
and *during*

Hard Truths

- You *actually* have to listen and take your own notes
- Transcripts are NOT notes, outsourcing doesn't work
- Unorganized, long-form notes and transcripts are useless when you get to analysis



Community										
Foundations	Sam	Jon	Kyle	Matt	Dan	Craig	Nish	Mike	Bryant	Anthony
Team Sports										
Individual Performance	Prod GM Foundations	Prod Director Foundations	Prod Director Team Sports	Prod GM Team Sports	Director of Marketing Team Sports	Senior Product Designer	Designer	Senior Designer	Prod GM Individual Performance	Director of Marketing Individual Performance
Tell me about your role at Hudl?	Responsible for the underlying architecture and technical infrastructure for all products within the company.	The other tribes are our customers. The product team is our client. Databases, servers, frameworks and tools for the developers can build their tools. Logs. Security etc.	Makes sure all the ships are sailing in the right direction. Silverlight is dying for example and 2007 if tech still has it. And so many squads are involved in fixing this problem. Kyle works with project managers to get things done together as a tribe.	Design, Build, Sell, and Manage Software for coaches coming together with athletes. Tribe director is led by he and kyle. Kyle works on the vision, he works on the business side, with sales and support growth.	Growth week at Hudl. Create broad strategy for each tribe. Team Sports is his focus. Communication schedules, and working with creative team to execute, overseeing that and the media placement, email, social media, campaign metric knowledge, tailoring the strategy for.	Chief design problem solver for a squad. It means different things at different squads and our own esthetic. You are the point person for research into user issues and interplays. And thinking about how we solve for those problems and needs. You are there to help the squad understand what users need and care about. So the translation of research is important. Setting the vision with them is next. You help the squad think about the problem so we can iterate through solving the problem. You get joined in on a set of problems with a particular universe of knowledge that you gather over time. And pixels! We are responsible for production level code. Leniy as a platform squad. Started a brand new basketball product, he was on the BB squad leading up to that launch. Junior Designers replaced him there and he moved on to the platform side for flow based sports in general. Vs Clio based. Soccer, Lacrosse, Volleyball will be the other sports. He is working on the webuploader now, he is seeing a successful uploader via tigs but they saw complaints and he unearthed some usability issues and is working through those now. Reworking video players is next up. How they look across sports. Etc.	Designer Three years, working right now on the mobile squad. Started as owning the features on each app across mobile, so we transitioned to being a foundational squad. Which frees up everyone to work specifically on their apps. He started as a Web UI designer for them, then moved to Mac app, then mobile squad. Reconciliation is the focus right now. IA is a handship.	Senior Designer Means he has been around longer. Worked on the football squad or team sports tribe and the only design lead, the other quit and got promoted to product director. He organizes critiques and metrics for critique. Young designers (12-14 people) – he works with one UI designer on his squad.	Prod GM Individual Performance Individual performance (golf, tennis, baseball even) uber sense is the center of the tribe. GM is looking at the business side of that group. Sales, business dev, support, marketing, community management. Krishna is the Prod Director.	Director of Marketing Individual Performance Within each tribe we have a strategist, who handles project coordination for that entire tribe. He does that for the IP tribe. We acquired a company 9 months ago (before he was hired) called uberserve. We adopted their mobile app into our world. It allows athletes and coaches to review technique. Frame by frame, side by side, comparisons with famous athletes, before and afters, slow motion etc. . . We are focused on integrating that platform in our larger hudl ecosystem. We are also hoping to do pricing tiers and packages to better monetize the relationship between athletes and trainers. How do we go on to take it to market?
Have you served in other roles at Hudl in the past? If no what is your background?	Hired 3 yrs ago as a QA tester. Then Lead. Then QA Manager. Hated that and not being involved in testing. Then responsible for growing team. Kind of Declan they gave him this new position. 4 Months in Created the role for him. Whole team is new. Challenge is tribal differences, no one has done this on the tribe	One of the first full timer. Happy 8 yrs! Started as a dev and then given VP of engineering to manage all development. Then the foundation tribe began and he was excited to build tools for Dev. He hires all developers. VP of engineering is a hat he we	Hired as a QA intern in 2007. First intern and they didnt have a process for QA. He realized he liked looking at the software from the coach and athletes perspective. He started suggesting language and interface changes. He started doing designer/developer work on the front end. "He can decide what the buttons said at the beginning without logging a bug." "Got swept up in the UX thing, heavily involved in Mercury. "let go of all software. Stole designer during that period. This priorities squads and timelines. Last 18 months he is a product strategy role.	8 years at Hudl, employee #5. Started as a dev of the video player. Dev wasnt his passion but was his degree. As they began getting clients, he started building the support team. Ran the support line from his cell to start. Built Account Management and Sales team. Then took over the acquisitions. And worked in growing new development, recruitment, you'll football, media planning, Operations managed finances and HR and IT before there was a restructuring.	University of NB, director of marketing there. Digital marketing is his focus. Developers and Content Coordinators, grew team. Team of two	Two years next month, he worked on a short lived club and youth squad. Then he went to basketball for a year. Was at participatory culture startup in Boston working on an online auditing plateform to crowdsource translations. He was PM for it. Before that he was in London and Australia via NYC. Non profit in BK doing copy editing. Anthropology	Went to school for design and freelanced outside school, starting a small agency with friends. Then we shifted to B2B, and CMS (all websites, 200 or so around the company) then switched to be internal designer based in SV working remotely, drop box left product. Product Manager of that company. And UI designer.	Lived and worked as a designer in NYC for 12 years. Wife and he decided to leave the city and moved to Southern CA and stayed there a year. He had seen an ad to work for Hudl remotely. He liked that. He was #32 now we are 240. Started on core, John Wild was my PM. 8 months later he moved to Scotland. Remote from Southern CA, 3 NYC, 1 Omaha, 1 Lincoln, 1 Austin, 1 Boston, 2 in CA, 1 in London. Remote work is not hard individually but it is for the culture part. How do we build a design culture remotely. End of this week we go to vegas. Alot of people are	At hudl since 2007. Knew founders from school. He came on as a QA intern. trying to break the software. in 2008 is came on full term as QA role. He really liked it but didnt see it long term. So he split time between customer support split. Grew customer support team to 40ish by 2013. 2013 business dev role started and he helped lead new lines of business Oct 2014 was the Nike movement into team vs. individual performance.	3 years at Connecteu(?) sales, marketing strategy, internal engagement, social, hodge podge. Acquired by IMM and he worked on brand transition. Talent acquisition was his prior context. 3 years at arch rival, youth marketing agency, on campus brand ambassador program on 80 campuses.
What goals are you helping Hudl to pursue currently?	2015 Key metrics: Engaged users, Engaged basketball players, Downtime goal = 99.99% uptime (only down 52 minutes a year) Nut ette at that point but does Ann a 6 min in 2015. Zero minutes as of now. (4/7) Degraded Service. Things not going well, but available. "Shitty" "Errors" - 240 min of expected degraded service. 86 min. this year so far. All of which are basketball. It is manual and we track all logs for errors with unique IDs. Mapping code deployments to error incidences and customer service transactions + minutes of degraded service. Coaches call in, tweet, email. New Goal: Involving proactive. Crash rates. When a user opens an app, what % experience a crash? They use a product to tell them crashes happen. 5% is goal. Baseline 10800 launches, 213 crashes last week - 1.73% crash rate) Only hit the goal 3 months of the last 14. What is world class?	Different data sets all over. they are building abilities for anyone to ask questions of the data. Bugs in basketball Dvore sales to need to know contact info for customers who were affected collated by sales team. Today that would take weeks. We want to self serve that in days on their own. They have a data science team version of a tool available. Five people are working on that. More technical business people are being beta tested. Server distribution globally to maintain fast connections. Roll of teams doing web and mobile development. We are more focused on the web. There is alot of repeating myself and deciding thing like what will this look like. So we are development a framework of UI components that everything can be standardized. Started as a side project a few people worked on and now a fulltime dev is on it.	Hiring (working with the hiring team to cold source designers) 1 Team Sports impacts two key goals 20 300 engaged basketball programs, gets his team + program, engaged = a specific formula (2) Net promoter score 60 or greater for 60 out of 92 weeks. 3) Million engaged users (logging in 3 different months a year)	Sales is part of our tribe. His goal is to understand the business side of the tribe. How we sell to coaches is very important. Revenue and New BB programs are his main focused goals. User engagement/coach relations are important.	Building the foundation for non football sports. Its been known for years. Volleyball and Basketball are the big ones. We are on a clear path to get those to feature full, but we are on a less clear path otherwise. Setting the stage for that.	1) Refine the mobile apps so that we can scale the ecosystem and as there is more demand, we can meet that demand. Our products are very functional silos is how it all fits and overlaps. 2) Make work that each squads do feel cohesive, under a general conceptual framework. Its one experience, Hudl is Hudl, and it should feel like that. Best practices, a visual style guide, definition of terms and objects, which hurts us with the customer and with each other. for example. We have a thing that allows you to collect information about a game. And what we call that thing is sometimes LiveTag, but then inside the app we think about Tag a Game, which is not consistent. There is recording, which is called mobile capture, live capture. Marketing and Product need to better align	Hiring is his focus. Kyle Murphy is hiring manager for designers and we have a ton of interviews and reviews of candidates. Our standards were too high in the past. now we need to ramp up too fast. We are going remote-centric. But there is a hiring bonus to work in Lincoln. We don't want to lower our standards. Product Designer. UI Designer. Front End Designer (Dev with visual design skills) – spending more time	Engaged Users goal: 1 Million engaged users is their half of that. Capture and bring value to every moment in sports. its more than just football, basketball and soccer. What about the triad team or amateur golfer working on their own game. Coaches are still a part of the world of Individual Performance, we are just outside many of those coach based relationships. Not a cut and dry division between team and individual performance use of video. Venn diagram of things like football where athletes	Because our tribe is so new and so isolated, it feels like we are not really positioned yet to move the needle. Athlete engagement and highlight views. 2 million engaged users. Fixing retention on uberserve is a huge opportunity. We are a free mobile app, so its hard to retain users if you aren't a coach or instructor. The coach/instructor drives the use of it. Training Content could help to bridge the gap between athletes with coaches and those who dont. What creates an engaged individual performance user? Segmenting content to drill down into specific sports and instances of instruction. Personas are the key. Highlight views, the more people are engaged the more people will share videos, the more highlight view we have.
How are those goals measured?	Reported weekly to David Graff's assistant and they compile it into the four mountains we are trying to climb email. All the numbers are one click away. He would like to get certain numbers on displays in the office	Adhoc. We rely on emails and people "just knowing" how to fix that one thing. 130-200 things to manage. 30ish eci teams working on features. The website has 100+ features with 1-2 people who even care. Architecture is distributed. Brian Kaiser and he own that mostly. But individual apps have a person who "knows the most" – Strong engineers are able to keep all this in their head. There are pictures of slices of it. There is no picture of the whole thing. The backend, and the mobile app have a diagram.	Addersses, we know its important and know it matters. We are trying to mature about having opinions but also we've learned the lessons of not tracking or thinking about data. It takes alot of time to answer questions with our data	Transparent about numbers down to everything but salary. We have a annual retreat we announce the goals. Monthly meetings and every dashboard - update from David. Eli comes with a spreadsheet you can see all the numbers. And you can see that compared to pace. Day to day these numbers don't matter as much, because we need to be thoughtful about our decisions. Broader directionality is where the numbers are used.	Transparency of goals has been very good. Day to day finding of information is really challenging. Pin pointing things right now is the challenge. If he wants to pull a list of all football coaches who have used the presentations tool in the last 3 months, he wouldnt know who to ask. List questions are everywhere. Adamant, Salesforce.	- We dont have the smoothest basketball launch, so when our squad split from the basketball squad, it was an oversized squad and we stopped and said our mission is to get this right. Bad decisions on scope and timelines, and now our job is to fix that. The core is video. Getting it in and consuming it, chopping it up and sharing it out. Smooth and delightful is the only mission. Until that's fixed, we can't move forward. He doesnt like the basketball goal but sees how it shows the measurement the organization needs. But we have to not have the same issues we had last season but with more people. - Data and information use varies, we do alot with logs and queries and dashboards. There is alot of data that drives the high level goals and the day to day product decisions. We had big data telling us things is working well and support calls saying its not - qualitative data gets the trapped in silos in which it is collected and doesn't have a large shelf life because we move too fast to put stuff in and change too fast to need to review it. He could spend a month digging and reading, or just schedule five interviews this week. There are teams looking into kissmetrics and engagement funnels and intercom integration is on the horizon. - competitive analysis is a big part of what he does as well. User research and big data are the biggest sources	We try to be very data driven, but its more like we need the customer validation. Our goals are broad so that the squads can go after them contextually.	Its difficult to measure design. We are a bunch of critical assholes (the designers) – downright grumpy in fact. We are having a hard time deciding how to measure subjective stuff. "You know it when you see it" – we are trying to put some more concrete milestones in place for people to level up to be better designers. But also looking critically at the product that comes out of that process.	Wide net of sports. Golf is 40-50% of that. Tennis, Baseball and Softball are next 10-15% each. 30-40 total activities. Archery to Fencing to Physical Therapy. General model is b-to-sized 5-10 sec of video at a time to look at technique. Sports specific is the abilities to compare yourself to other people. But thats content.	Research and data are big here. Getting in and seeing the product side data is super important, but observation is also key. He has taken lessons from golf instructors in prep for his work. Anthropological research excites him. Data seems to drive the decisions.
What does a successful 2015 look like at Hudl?	Four Mountains. 2 million engaged users (weird to him, its not good enough to get them to add an account. They have to be engaged). 20,000 engaged basketball teams (they have added a basketball specific program for them and they need feedback) For hudl there is an app (cross platform) – your sign in changes your interface based on your sport. Different sports care about different information. Uberserve is focused on individual athletes. Which has really got them questioning the whole model. Replay Analysis is operating outside of hudl as its own thing. We will be pushing that into Hudl.com. Which will take months. Public facing side of Hudl has been a new challenge for coaches, athletes, and then the general public. The coach or the athlete is making highlights. Then we have the general public that is watching the content. What happens when that kids graduates from highschool and doesnt go to college and doesnt have a team to pay for hudl? How they keep that? Right now it is shitty. They graduate and their coach deletes them, or the coach can disable the athletes and the info is there but no one sees anything. We needs an alumni clause. The public side of that is also not great. There used to not be a way to search for your athlete. But today we added a shortkeyinfo team added an index (Alpha by state). Not considered degraded service because it is known and it doesnt affect the software. Results in a 404 page. The website is the software. It isnt even online vs offline. Because it involves the mushy middle part.	180 people on product team. 150 million highlight views, 2 million engaged users, 25,000 basketball program	The seams are apparent when you start looking across things. He would like to unify the product brand and architecture and the experience to improve quality by doing so. He would expect that system to be much busted and defined across sports, across platforms. "Well Defined" is this year's goal. And half of the squads have used that system to take one step forward towards unification. Example. Clip editing silverlight system.	20,000 BB (sales team needs to hammer the funnel /% leads to get that goal) Coach relations teams (proactive support, reached out to 25% of their coaches last year, 60-70% goal for team) to coaches of team sports. Renewal rate staying over 80% – Additional opportunities to grow revenue. Are there any new competitive products? Marketing team is how do we get out in front of everything. How do we sync up everything about new stuff and train on the existing stuff. Hiring is all about focusing the team on referral. 40-60% are refferal based hires. Funding announcement today really sealed the deal. Competitors are. Xnoes Over (#1 most direct competitor) they target basketball the most in HS and small college, they break down the film for you, coach doesnt have to do anything. What is the thing coaches want most? Not Division 1 NFL stuff, top 150 teams type budget so not HS and College. BB Sport is another one that does that. But we dont see those as strong competitors. In Football coaches compare us and we win 99% of the time. In Basketball, we are directly compared. They have changed themselves to not talk about themselves on the product anymore. they are instead service based. Trials how they are set themselves. Cool difference as well. Assisted breakdown vs not. The debate is large. If you look broadly across the globe, assisted breakdown is a thing you see consistently. So for them he thinks we need a solution for that, so we can reach soccer, rugby and cricket. Everyone is on board with that but we have to deal with self service first	Matt has shared Wbe level goals with him. We are very under staffed, so growing that team is essential. We have a designer and a shared copywriter. I can come up with strategy all day, but we need designers. Resources are needed. Getting basketball coaches to trust us again. We had a less than well received release. Word of mouth is key there. Soccer market is global. How does that compare to domestic?	Where we see the applications going in the future, that needs to be figured out. Facebook is doing this really well. Instagram. I can come up with ideas all day, but we need designers. Overall app strategy and positioning is an important (By Audience, By Utility, By Sport) – Kickoff Mobile style guide for mobile application visual styling) – Our data model needs to adapt to things. Backend Architecture needs to be clear and connected.	Started on the same day as Toby. Highlights goal is in the bag. Signup rates for BB next season is a worry, we don't know how many bridges you burned. But he would be surprised if we dont make it. Hiring. We should be ok. But it will be a race to the end. Engaged Users. 2 or more people on the team is logged in 3 to 6 months out of the year. We would love it if we talked about that kind of stuff, but we have bigger fish to fry	Increasing retention in the app. Its free, so we have lots of downloads that dont come back. Months can go by. Communicating the value upfront is the key. Focusing on instructors is a big market for us. Building specific tools for that, to increase the communication between instructors and athletes. A branding agency is involved in helping figuring out the brand architecture of the way that uber sense can fall in. Uberserve will become Hudl technique. Wrapped up by the fall for the key. Separate application that has some integration.	1) Rebranding the uberserve app. He has had to press pause of supporting work until the new brand is sold. Hudl technique How does it fit into hudl.com? etc is the big things. A) Making the launch smooth and cascaded out to our people, communicated to our users B) Wbe could higher tier of tools built for the coach for sports instructor. Uber sense charges in. Uberserve will become Hudl technique. Wrapped up by the fall for the key. Separate application that has some integration. The appeal is still hard to communicate quickly to instructors. Our confidence will be rated in our beta program. Consistency across apps is an open question.
Who do you believe to be your most valuable user?	Coaches (but there are more athletes) – without their support, we have nothing.	Coaches. Because they drive all the revenue. Sometimes we have to sacrifice for athletes	Coach who has a vision to use data and video analytics to improve their team but doesnt have the resources or ability to do so yet. They set aside 4 hours a week for it. The coach is also a sub-persona who is an assistant who uses Hudl for the coach.	Fully Invested Coaches. Really into technology and video, the ones who are the most passionate about their team but also have the capacity to use. They are our advocates. They also sell other coaches. Head coaches. They set aside 4 hours a week for it. The coach is also a sub-persona who is an assistant who uses Hudl for the coach.	Coaches and Athletes is a toss up. Sees the lifecycle of things for marketing. Fans are important too. There's alot of content we could do with fans and parents/family even alumni. The community tribe is focused on coaches. Fans are important too. There's alot of content we could do with fans and parents/family even alumni. The community tribe is focused on coaches. Value user might be in the lifetime.	The user that loves a product and tells other people about it. There are places with coach turnover and then sports/commits when there isn't turn over. But coaches talk ALOT at clinics, at games etc. When we let them down this year, they talk. And they don't want to give us a second chance. We have some fans, but coaches where things happened to work and they see the vision and loved it. And also they tell talk to other coaches and even talk way sayers back on board. Assistant coaches, head coaches that want to talk	Coach. They are the ones that determine if we get paid. If we aren't useful to them, we don't have a business. But beyond that, the time and energy coaches spend is the greatest. Athletes don't have a second chance. We have some fans, but so many assists because coaches have decided to put in the time. There is plumbing but without them, there is nothing moving through it.	Coaches and Athletic Directors, if community can do what they want then the team sports revenue will be peanuts compared to our ad potential	Instructors. Lead churn, most engaged, most likely to invest in the product. Golf instructor at a club who uses technology to value add their coaching skills.	Golf instructors who would buy the elite coach product. Someone who uses video in their instruction. Not hobbyists, these are pros.
What do you know about those users?	They are very blunt. They just want it to work. There are two types. Tech lovers and People who have to use this but dont care about anything but watching videos. The more we add to the app, the more coaches uses those. But they use school facilities in a classroom with a projector off a computer. Ipad is more about on the go. The drive home from the game is important.	Coaching is one of the most important parts of their life. They are family people. Their sport is deeply important to them. We help them save time to do more coaching or with their family. Not very technical and dont like software. They have to relearn things when they change. They can also be older people. Also have a smaller group of techies	Positive research culture. We try to throw interviews at everything. We dont do testing enough. We are football centric, though. We do ethoc usability testing right now, and its totally team/project based.	Football users. range of 30-40 years old young enough to be into the technology stuff. They had ipads and iphones early on. Love netflix, want to reach their kids through technology. #Hudsuh is great to see coaches. their usage is sohi of our product, they take our data and put it into excel even to go deeper. They are stat geeks, they are more outgoing than that, they are looking for the data to better coach.	Alot of word of mouth information not documentation or on boarding process. During onboarding we walk through the products and how coaches use them. Very reactive with marketing in the past. Had been a production house. We see a new need to be proactive and getting out in front of the issues and doing the research into this use of the product. That art affects how we sell.	That they are demanding but forgiving. If they believe in you and that you have their interest at heart, they are willing to overlook some warts. If you have made them life easier they will be loyal and forgiving. But you have to earn it. It is a one time thing, its a relationship.	We know they need to exchange videos with other coaches. That is the killer app part. It seems simple but the way they share and exchanging is the key. Breaking it down is the next thing, then reports, then playbooks. Reliability is the key to them. There is a huge demand for mobile. They hate having to use the school network, so they would rather do it in a more flexible way. They are hungry for new features, but they dont always use them. They are always looking for the next win increaser. Not tech savvy, they dont love software. They would have heard about us through a clinic or word of mouth/ outreach. Once one coach has it, the competitive space makes it all come together. School mandates started making it required.	Hrs father in law is an athletic director. He has been surrounded by them for 2.5 years. He played BB in HS. He knows how they value time and money. What gets them excited and what makes them walk away from the product. Athletic directors write the actual check.	Limited knowledge only in our own tribe. Lack of cross tribe communication. The market changes so much across sports but instructors are in general business people, it is about helping their job. A HS football coach is doing their job but isnt running a business. An athlete-hatters even more to us	Across different sports, how much do workflows differ? In terms of using video and interacting with clients	Video is a part of their culture. They need ways to manage multiple relationships. They need ways to attract new students. Golf specifically is aging. Our instructors are 20-40 years old, and aging. Using video is a major enhancement in the relationship they have with their clients.
What do you wish you knew about them?	I don't know what new features they actually want, it feels like it changes every year but I don't have a good read on what new thing they need.	He wishes he understood types of coaches and how their needs are different. He understands football really well. Kyle and John are working across sports	What causes a coach to want to take the time savings and retrieval that time to do more vs. go home and spend more time at home?	The best time to talk to them everyday. I know I could call them at a moment. I would. We have thick kinds of coaches, but as we have scaled. 115,000 teams right now. How does a new coach get identified as a fully invested coach?	The stuff they do outside of Hudl. How to reach them outside the product. Where should they see hudl? How should they see hudl? What else? Where they are day to day so we can craft messages to catch them?	I wish I knew more about the ways in which hudl fits into their everyday life, and the cues a fair amount of field research – but they are still agreeing to meet with them and its not like fly on the wall. When do they pickup the ipad, when do they get pulled away? frustrated? Coaching in HS is often a second job. He wishes he had a better sense of their life and the hudl part of that.	I wish I had a better sense of how they use things in crunch time. Science stuff, post game stuff. What they want vs. what they need comes out in those moments. Every coach is slightly different so finding a universal thread is hard.	We spend alot of time trying to figure out how they want to spend their time when they have it. "Hud saved my marriage" – we save them time. But they dont actually spend the time with their family, they do more football stuff. Instant Replay feature for example really excited them and we had no idea, we thought that was very edge case. When they want to do things is the biggest question	About what they teach, and how they do it. He uses uber sense with his son's little league team. He understands baseball in a way that he doesn't understand golf.
What other users are important to your goals?	Athletes (a hard group to crack, high school students) – we relied on email and they dont use it. It isn't in their workflow. They want a text or the app. We have built it to be a web app but they cant do the same things as the website can. The web experience is more robust but the athletes dont have access to laptops and computers. App experience to support them.	Athletes and friends and families/fans are a really big part of the highlights goal. We have lots of incorrect assumptions about athletes. He email addresses and that they all have mobile phone only access needs.	Athletes are important and historically they get second billing from team sports because athletes dont use hudl until coaches uses it first. We focus on making the coach part better, but the athlete part is an important part of the coach not wasting time. There are also more athletes than coaches. How do you get a 16 year old to pay attention and follow through? How do you help the coaches get a	Analyst/Video Coordinator (Division 2/3 college teams have a person to do the uploading part, and the coaches are just doing the analysis – they impact things alot) – if they arent happy, the coaches end up having a bad experience. Athletic Directors usually make the decisions on budget, providing value to them is important even though they never login. The media side of how it makes them look is important. Parents are important. They are really invested and passionate about connecting with their athletes and sharing that with others. Recruiters are coaches generally but the path is different, what they are looking		Athletes are important but they are a challenge to research them. Challenges exist with those under 18. Administrators of teams, athletic directors, conference organizers, international soccer means analysis will have access. Our account structure is two parts, coaches and athletes. Fans and Family arent close to mission	American centric perspective has to go away. We need to not only broaden coaches to include other types, sports, levels and locations. Athletes as well. We have had them as a secondary audience, but they are the ones that drive highlights and off season usage. Stuff a teenager would do. Media opportunities with teens is great.	Student Athletes. Fans (been chasing that for 2 years, with nothing to show for it). Alumni, Parents, Big College Sports especially have potential	Athlete that is really active in getting better (and spending money to do so) – someone who is active in their sport not a hobbyist. Golf and tennis. We know alot less about them. What does a golfer spend? How much do they care about video? etc.	Athletes, if they like the product and enjoy the ease of their share video experience, then the instructor will keep seeing value in it.

5

Hrs Prepping

5

Hrs Interviewing

5

Hrs Listening Back

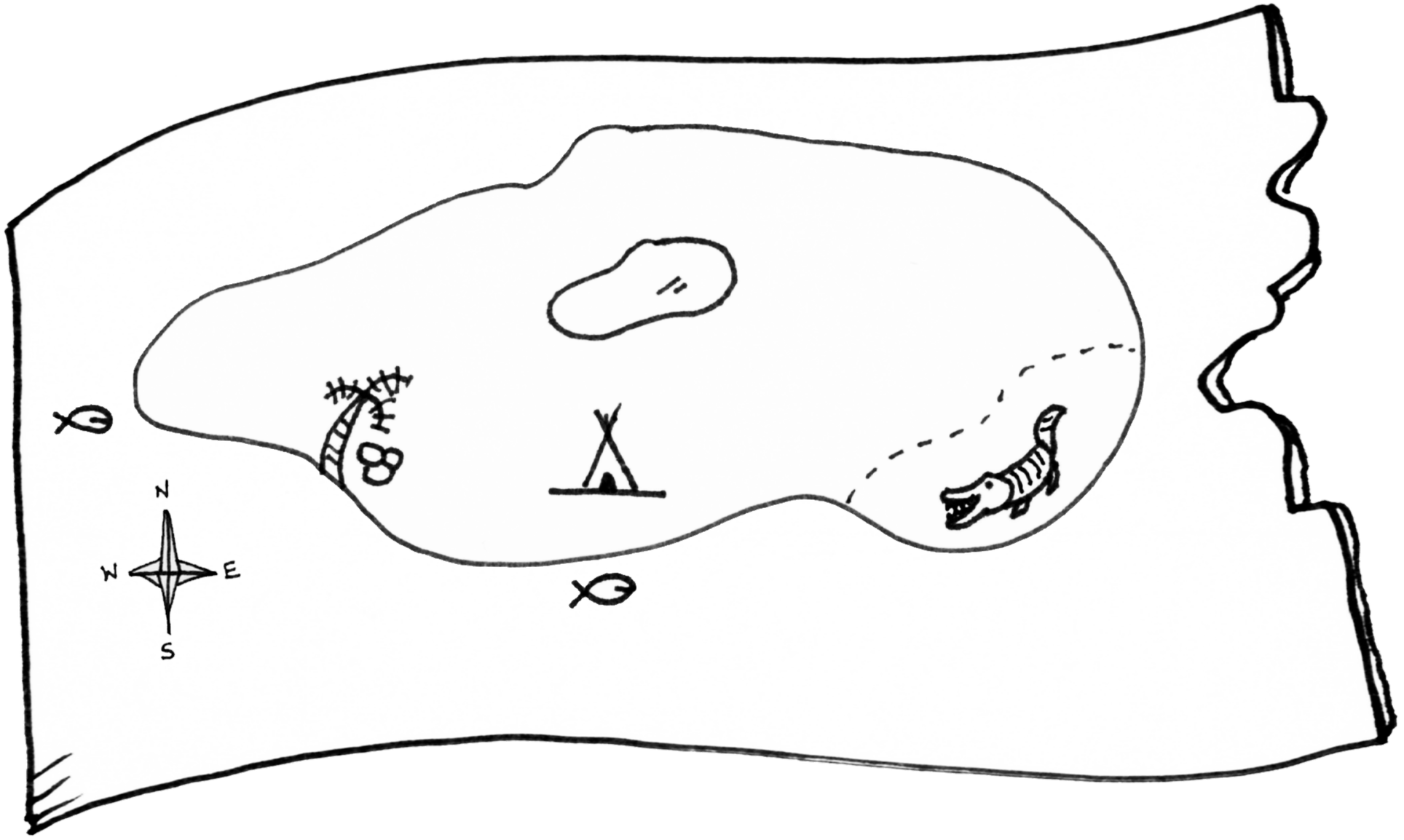
My notes for a small stakeholder interview project with 10 participants (30 min each) across three departments

Abby Covert

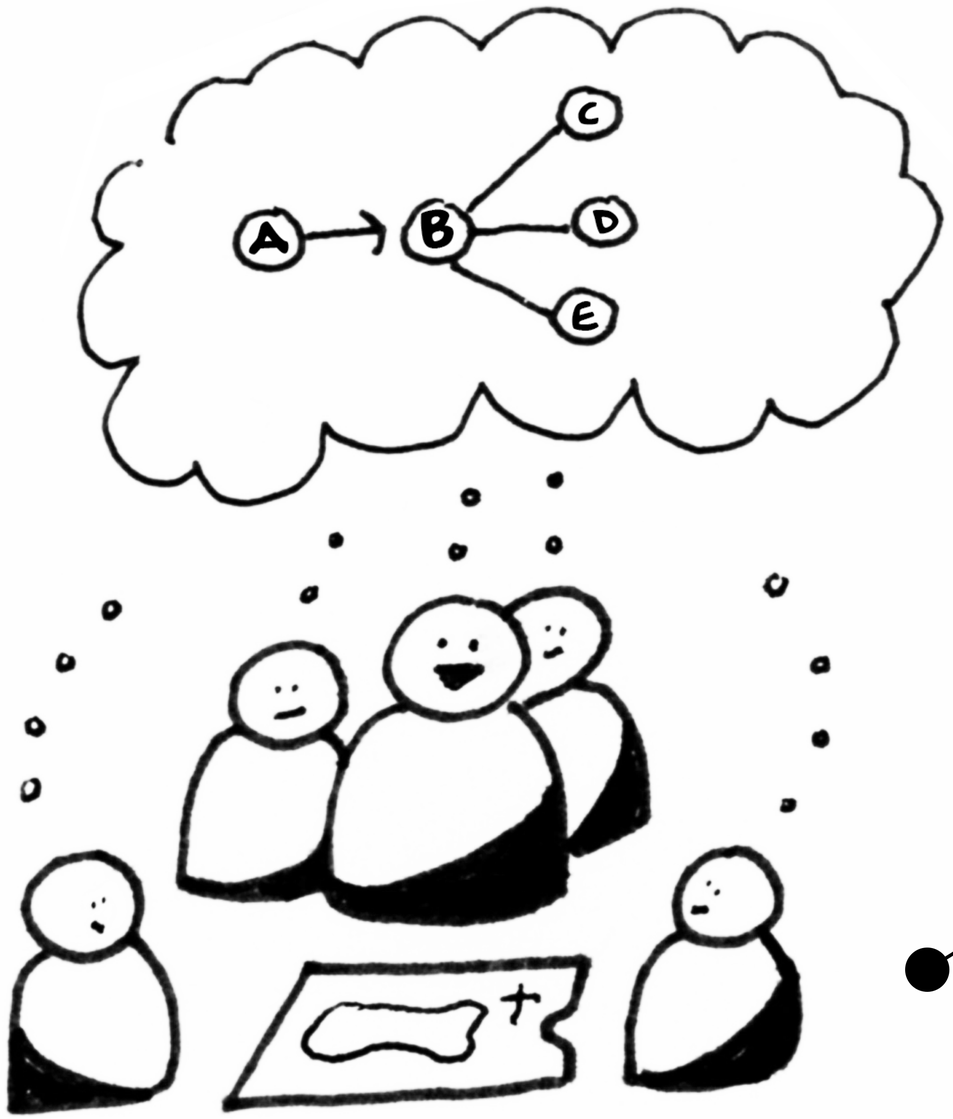
2

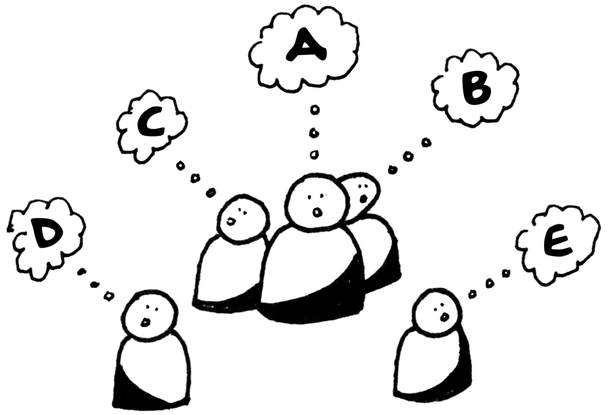
Unmapped Complexity Breeds Fear

Welcome to the MIDDLE of the BEGINNING



Abby Covert





Abby Covert

PEOPLE NEED MAPS

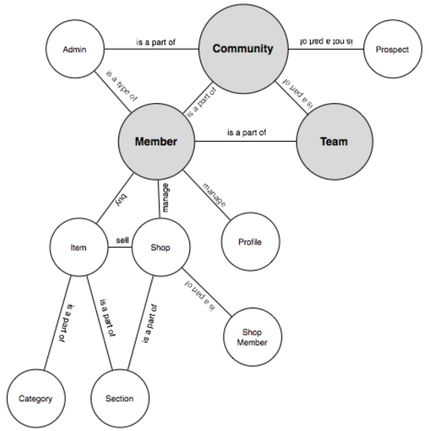
“ Do you have a map of what exists? ”

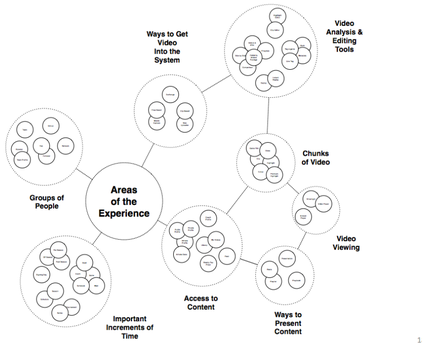
Me in many a meeting with sense-making advice-seekers

Systematic Audits

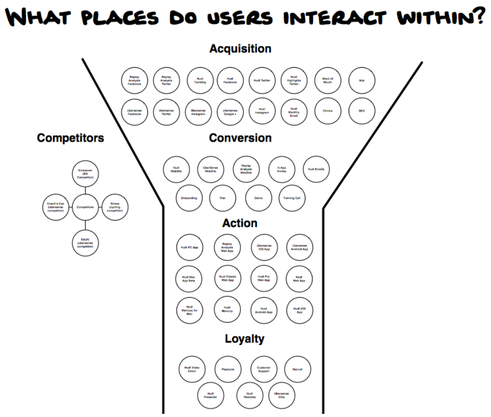
What is the shape of the problem?

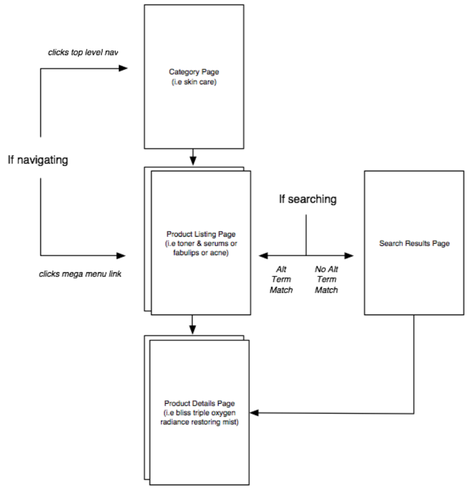
Hub & Spoke



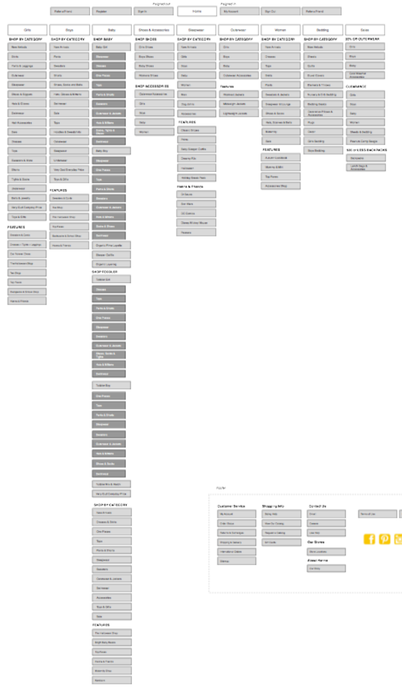


Funnel or Flow

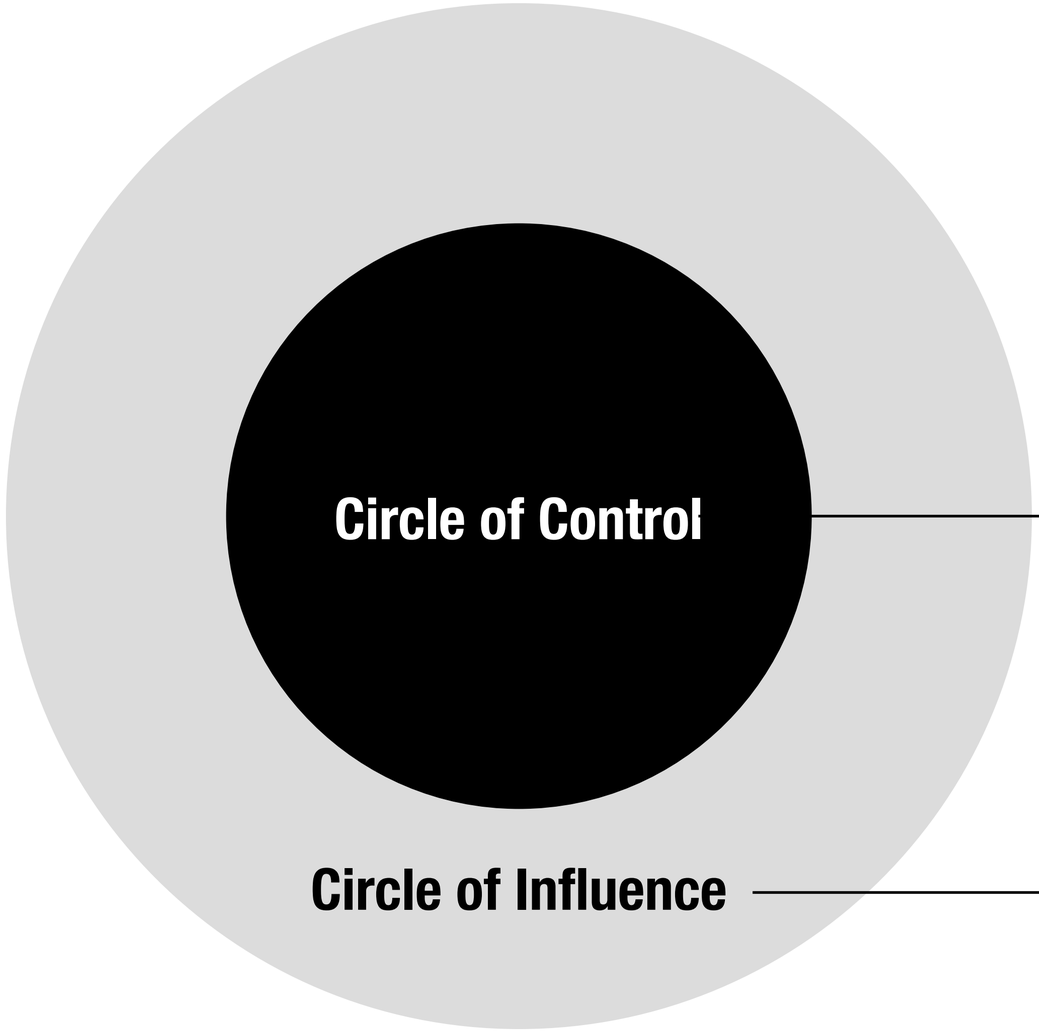




Nest & Label



Identify the bounds of the problem space



Reverse engineer everything you can to uncover the true current state and honest accountancy of past efforts

Document the measurement, labels and intentions

Document the risks

Based on Stephen Covey's Circles of Control, Influence & Concern

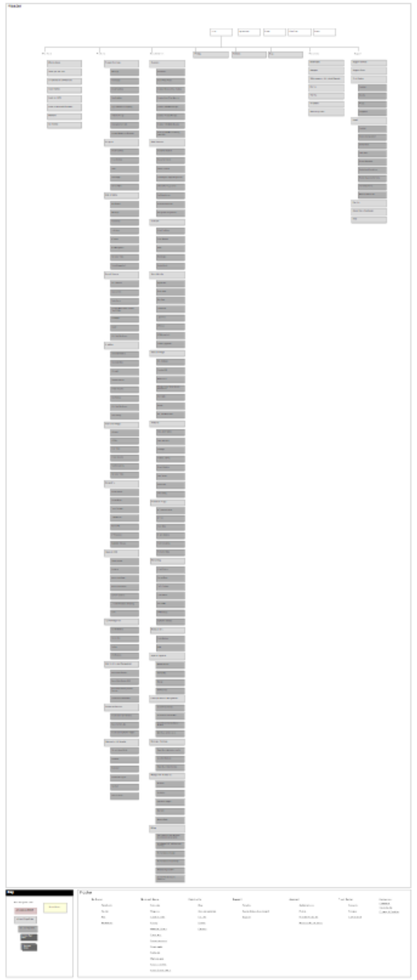
Gather the right inputs

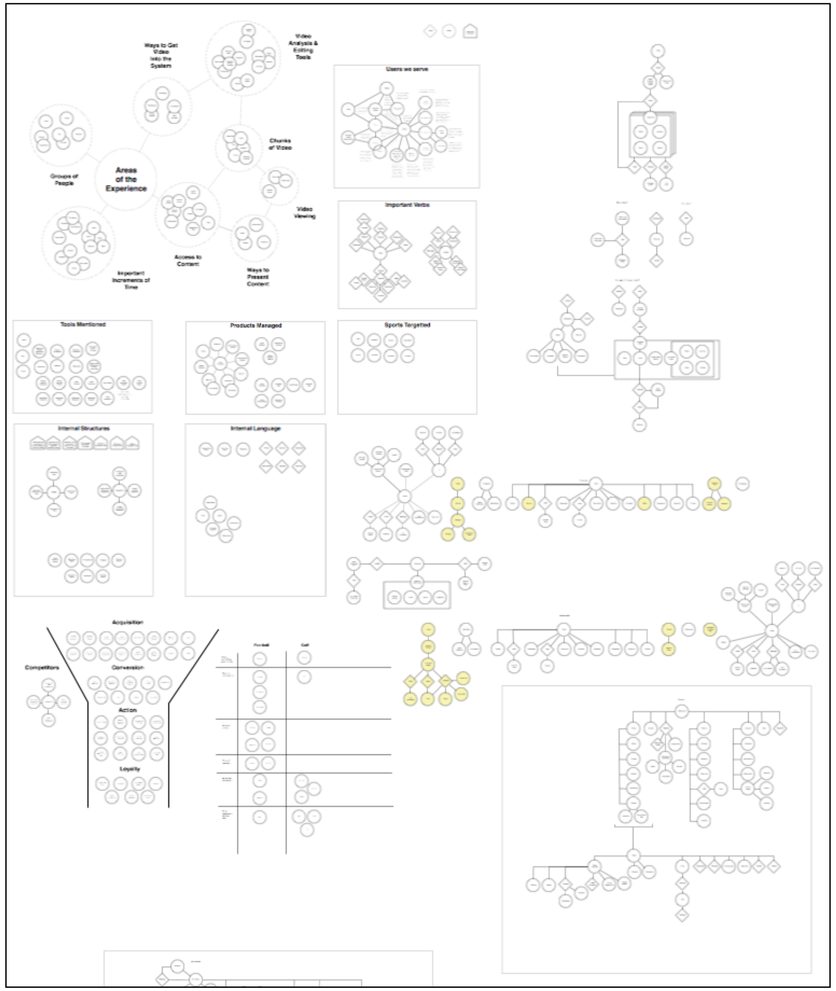
Do you have full access to:

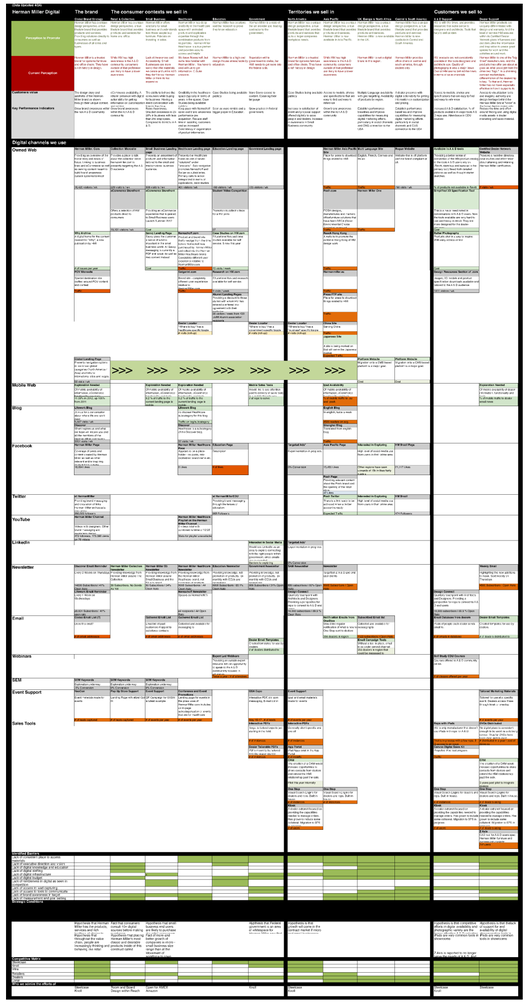
- Functionality?
- Content?
- Data?
- Users?
- Stakeholders?

Create a framework with the future use in mind

Diagram vs. Spreadsheet

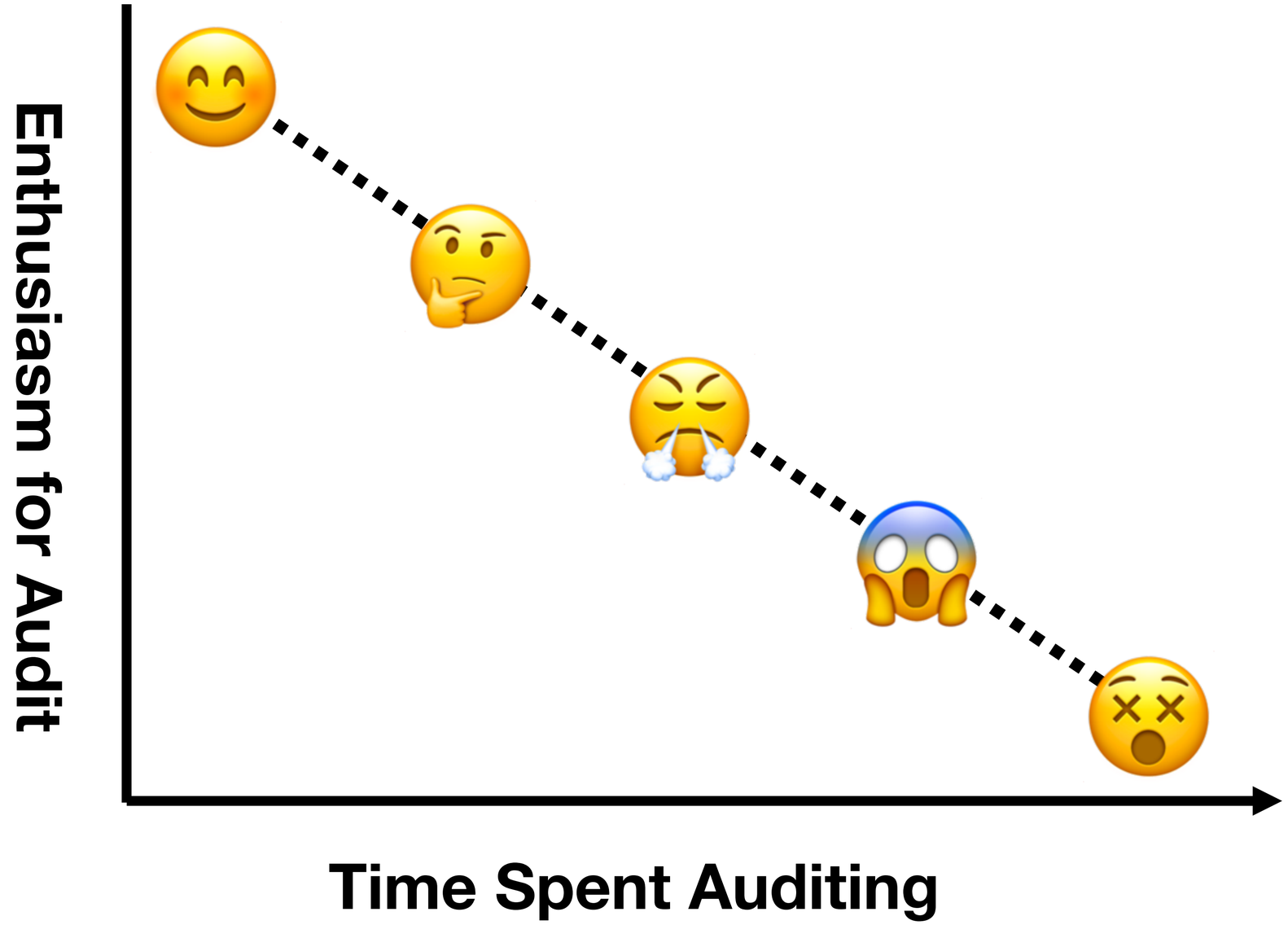






Abby Covert

Create a *humane* plan of attack



Images: https://emojipedia.org/apple/

Assume best intentions of past sense makers

BECAUSE
REASONS

3

It’s people
all the way down

Kindness & Bravery

How can we plan for the *human* part so that we aren't disappointed when that's where we inevitably end up?

When NOT in doubt, ask a question

Define & Defend Enough

Pay it Forward

Be clarity for those drowning in ambiguity

IT DEPENDS

THERE IS NO HOPE

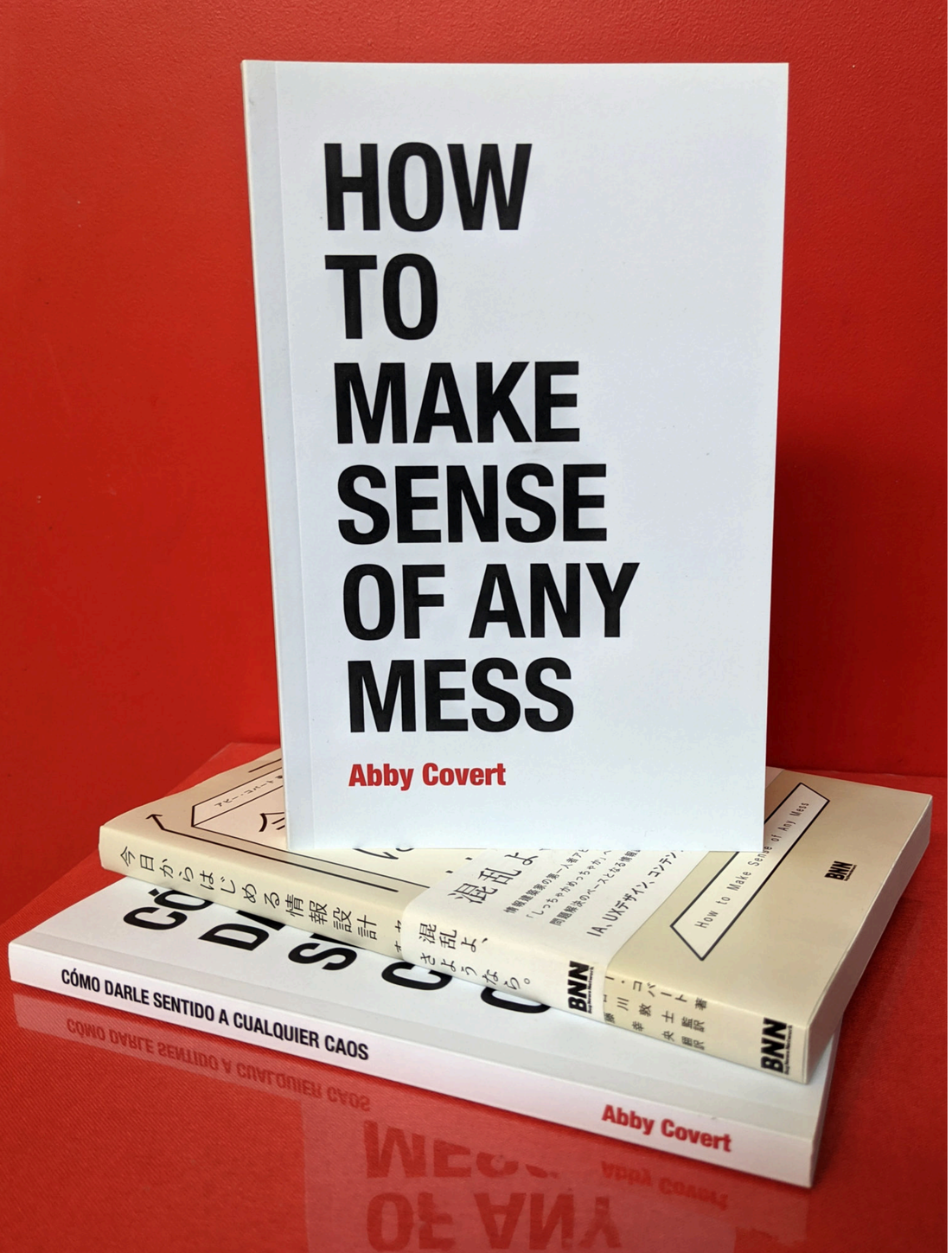
GOODBYE CONFUSION

Abby Covert

There is an “i” in “kind”

Permission

Granted



Thank you!

Abby Covert, Information Architect | AbbyCovert.com