FINDING UNMET NEEDS

INTRODUCTIONS

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LEARNING OBJECTIVES

- Identify Why JTBD

- Describe the Principles behind JTBD

- Explain how to use a Job Map

- Identify When/How to research JTBD

- Define parts of UX that impact JTBD

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WHAT ARE JTBD

EXERCISE

Research:

- *What are Jobs To Be Done (JTBD)?*

  - *Key advocates of JTBD?*

  - *How long has it been around?*

  - *Bonus: Two types of JTBD*

WHAT DID WE LEARN

Key Names:
   Christensen, Moesta, Ulwick, Klement, Kalbach

Origins:
   Christensen, *The Innovator Solution*, 2003
   Levitt, *Marketing for Business Growth, 1974*
   Marketing Professors, Wasson and McConaughy, 1968

Two types of JBTD:
   Jobs as Process or Activities
   Jobs as Progress or Goals

JTBD DEFINITIONS

- Clayton Christensen, Karen Dillon, Taddy Hall & David S. Duncan. *Competing Against Luck* (2017)
  "A job to be done is your customers' struggle for progress and creating the right solution and attendant set of experiences to ensure you solve your customers' jobs well."

- Tony Ulwick. "What Is Jobs-to-be-Done?" *JTBD+ODI blog* (Feb 2017)
  "The theory is based on the notion that people buy products and services to get a 'job' done. A 'job' is a statement of what the customer is trying to achieve or accomplish in a given situation."

- Bob Moesta. "Bob Moesta on Jobs-to-be-Done," *Inside Intercom* (May 2017)
  "A job is really the process of making progress… It's helping them understand the struggles they have to go through to get to the progress they want…Remember, it's not Jobs — it's Jobs-to-be-Done. It's about the thing they want to do better, and that's where innovation has to be."

- Alan Klement. *When Coffee and Kale Compete* (2017)
  "A Job to be Done is the process a consumer goes through whenever she evolves herself through buying and using a product. It begins when the customer becomes aware of the possibility to evolve. It continues as long as the desired progress is sought. It ends when the consumer realizes new capabilities and behaves differently or abandons the idea of evolving."

Source: https://jtbdtoolkit.medium.com/perspectives-of-jtbd-667462f4f187

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JIM KALBACH - DEFINITION OF JTBD

The process of reaching objectives under given circumstances

THE WHY

- Understand customer needs without bias for technology/solutions
- Improves understanding of customer context
- Better innovation to solve customer needs
- Extends user research in new ways

"JTBDs give designers a way of capturing insight that leverages our skills for finding real business opportunities",
Jim Kalbach

"People don't want a quarter-inch drill, they want a quarter-inch hole."
Theordore Levitt

BENEFITS

- Better understand customers

- JTBD don't change

- Develop what your customers want

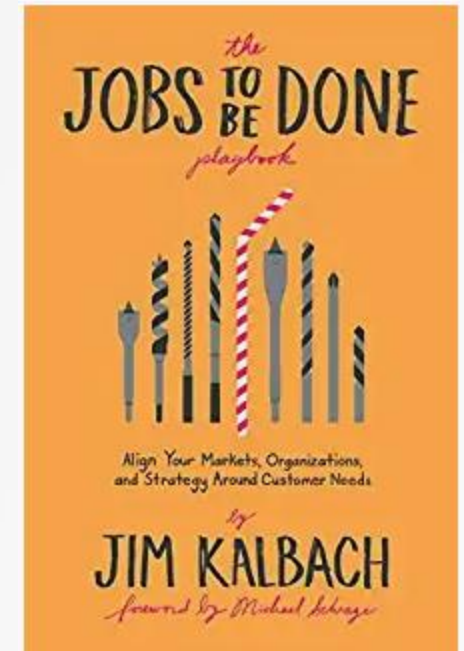- Provide context to engineers

JTBD AND DEVELOPMENT

1. Based on contextual inquiry research we share with developers

2. Ensure that developers output product that is faithful to the research and design

3. User testing can validate the product's efficacy at addressing that same context and intent

Source: https://medium.com/the-collective-originals/3-ways-jobs-to-be-done-improves-application-development-b5506b5aab31
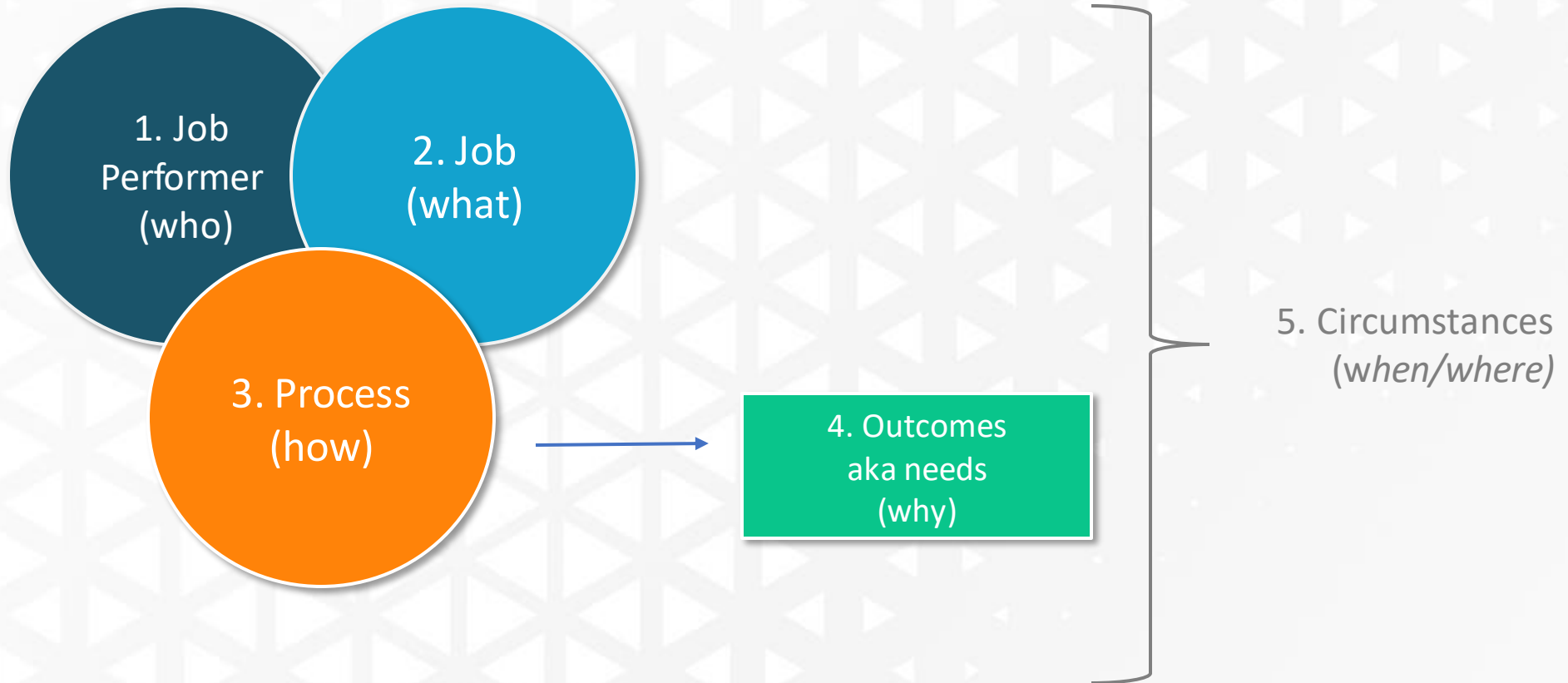
PRINCIPLES - KALBACH

1. People want to get their job done, not to interact with you brand.

2. Jobs are stable over time, even as technology changes.

3. People seek services to get more of their job done, quicker and easier.

4. Making the job the unit of analysis focuses user research on outcomes.

5. JTBD isn't limited to one discipline: it can be applied across an organization.

ELEMENTS OF JTBD

1. Job Performer (who)

2. Job (what)

3. Process (how)

4. Outcomes aka needs (why)

5. Circumstances (*when/where*)

1. IDENTIFY THE JOB PERFORMER *(WHO)*

Who is doing the job?

- Job performers are individuals that get jobs done
- We want to innovate for these people
- Who do we want to create the solution for
- Ultimate end user

Job Performer (Content producer)

Administrator

Educator

Reviewer

Approver

Learner

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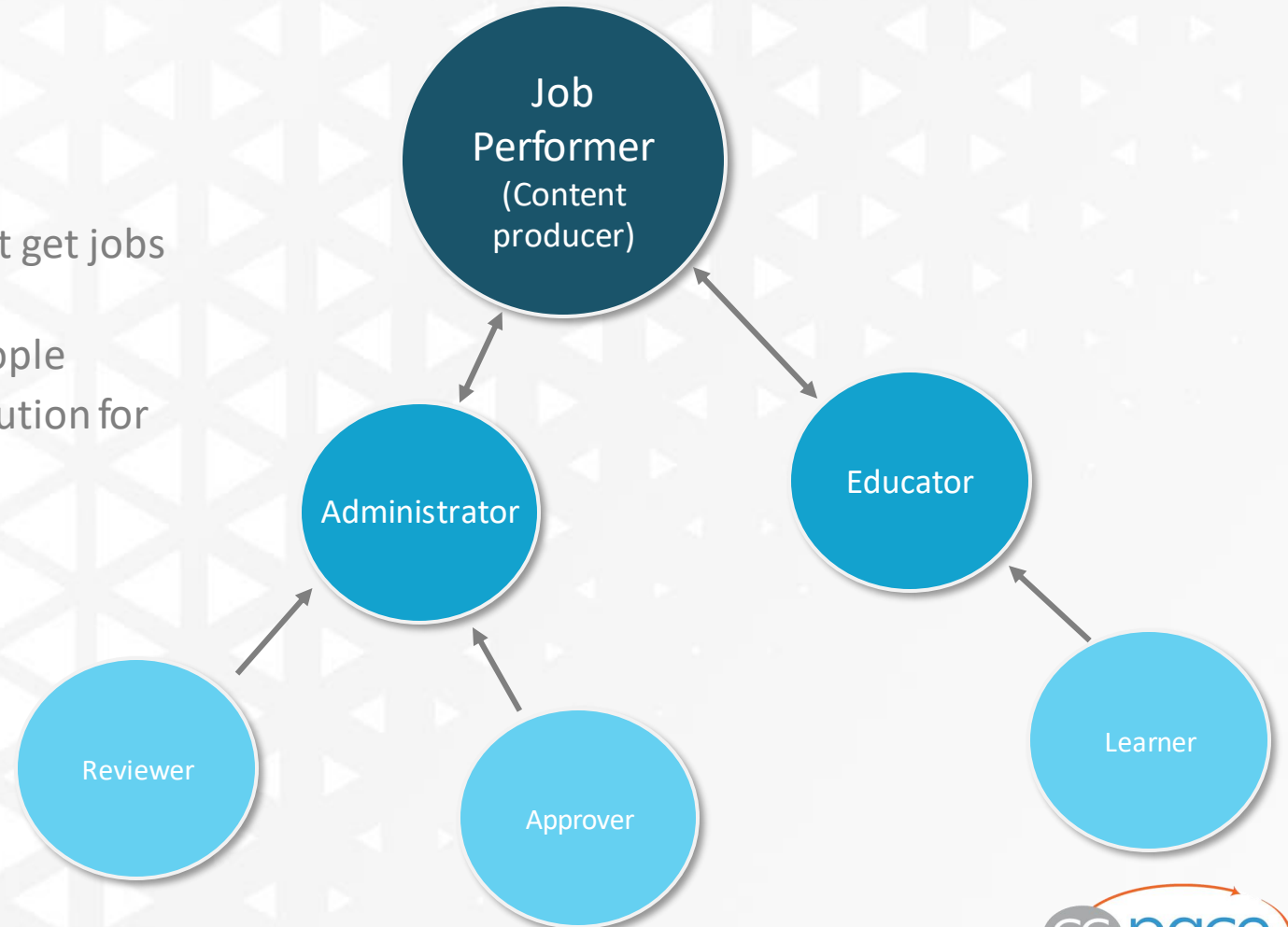
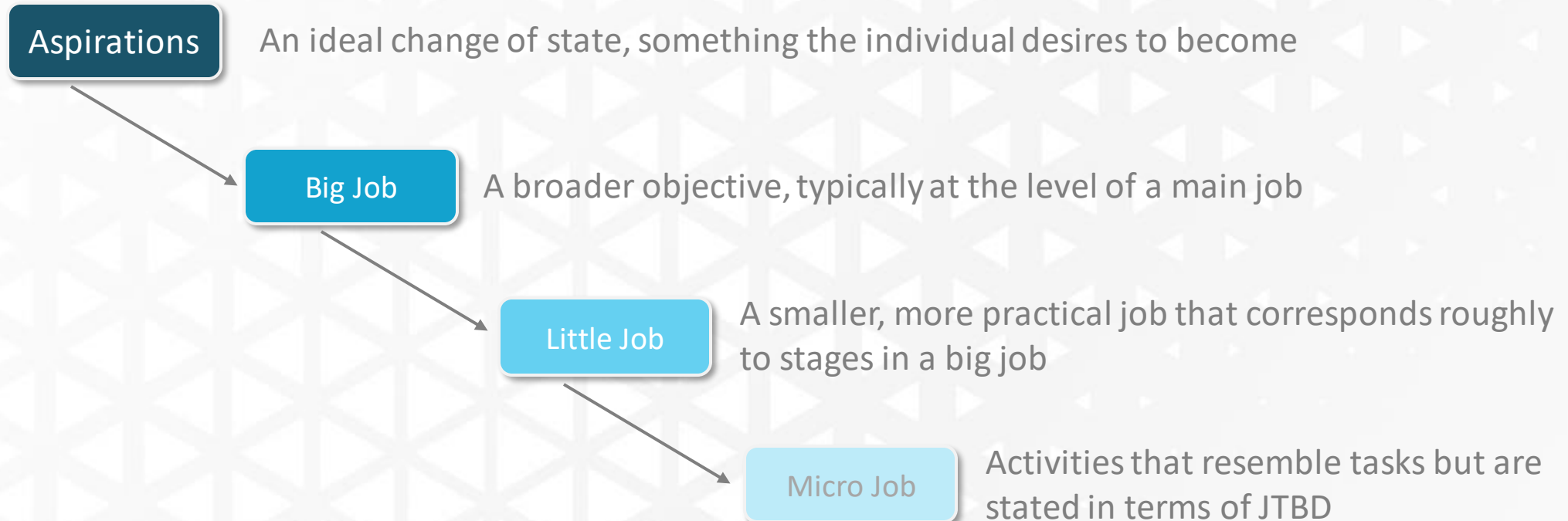# 2. IDENTIFYING THE JTBD *(WHAT)*

What do people hire our products and services to accomplish?

Jobs are stable and don't change over time or based on technology used.

""Job" is shorthand for what an individual really seeks to accomplish in a given circumstance."
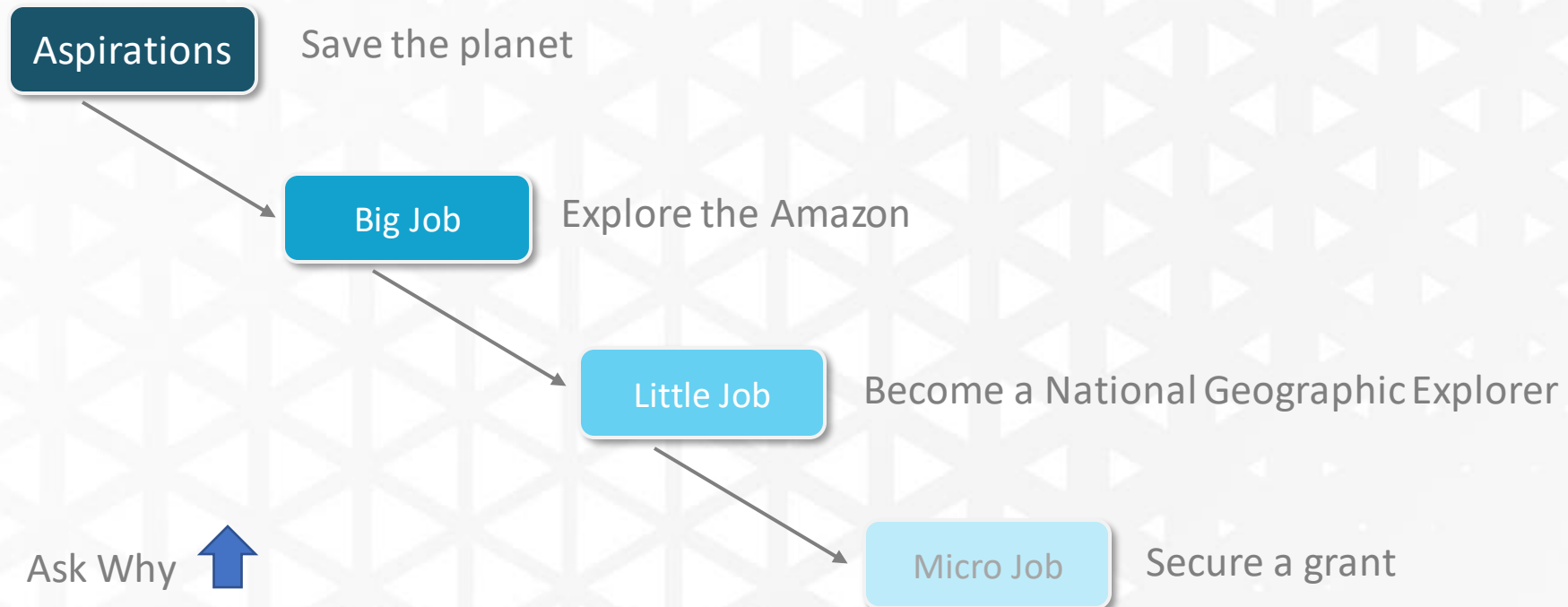
Source: Christensen, et al 2016, Harvard Business Review, "Know Your Customers' Jobs to Be Done"
https://hbr.org/2016/09/know-your-customers-jobs-to-be-done

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HIERARCHY OF JTBD

Aspirations   An ideal change of state, something the individual desires to become

Big Job   A broader objective, typically at the level of a main job

Little Job   A smaller, more practical job that corresponds roughly to stages in a big job

Micro Job   Activities that resemble tasks but are stated in terms of JTBD

HIERARCHY OF JTBD

Aspirations   Save the planet

Big Job   Explore the Amazon

Little Job   Become a National Geographic Explorer

Micro Job   Secure a grant

Ask Why ⬆

Ask How ⬇

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IDENTIFY STRUGGLING MOMENTS

INTERVIEWS AND OBSERVATIONS

Where do you see nonconsumption?

What work-arounds have people invented?

What tasks do people want to avoid?

What surprising uses have customers invented for existing products?

OTHER OPEN-ENDED QUESTIONS

How do you get started?

What did you do before that?

What's the next step? After that?

What are your pain points?

What feelings do you have when doing this job?

Source: Christensen, et al 2016, Harvard Business Review, "Know Your Customers' "Jobs to Be Done"
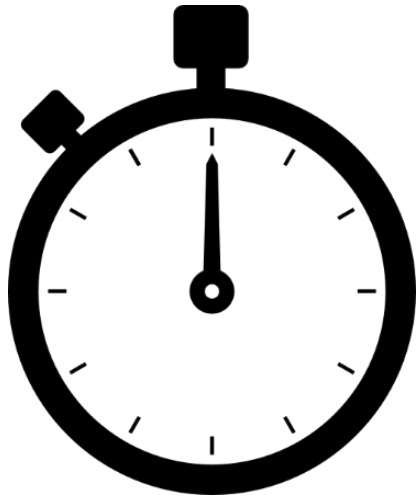https://hbr.org/2016/09/know-your-customers-jobs-to-be-done

CREATING A JOB STATEMENT

Verb + Object + Clarifier

Verb	Object	Clarifier
Retrieve	Content	Online
Publish	Content	Online
Plan	Education	For my class
Share	Explorations	From the field

10 min

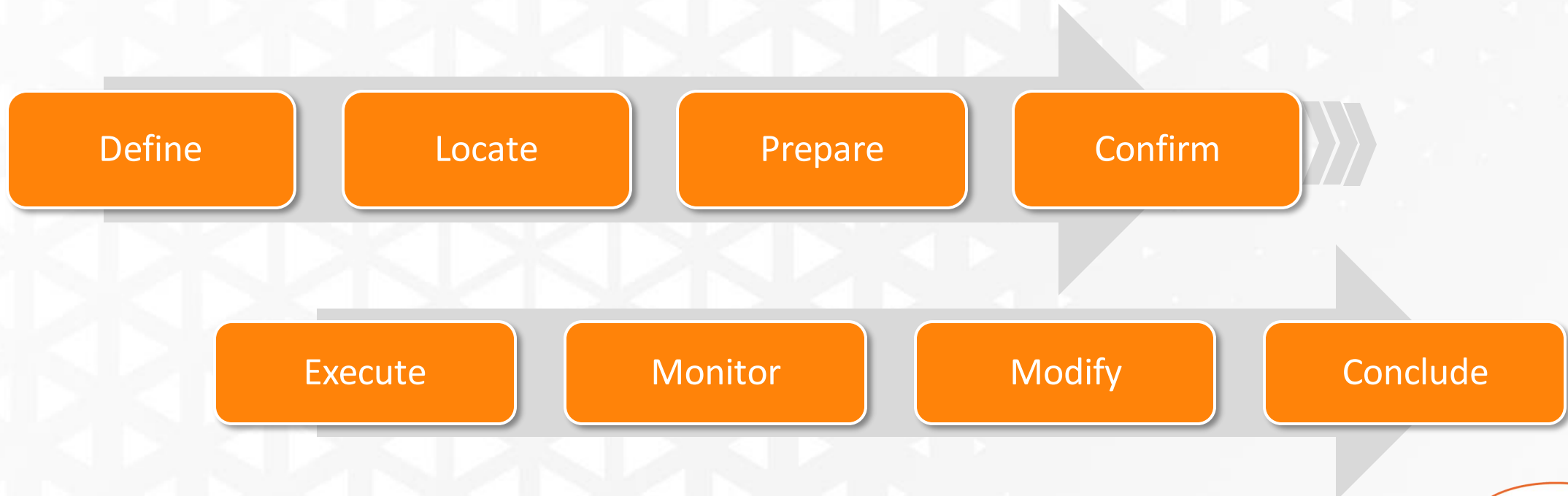*For your main job performer write a job statement*

3. PROCESS - JOB MAP *(HOW)*

Job Performer

Core Functional Job-to-be-Done

| Define | Locate | Prepare | Confirm |

| Execute | Monitor | Modify | Conclude |

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4. OUTCOMES/NEEDS *(WHY)*

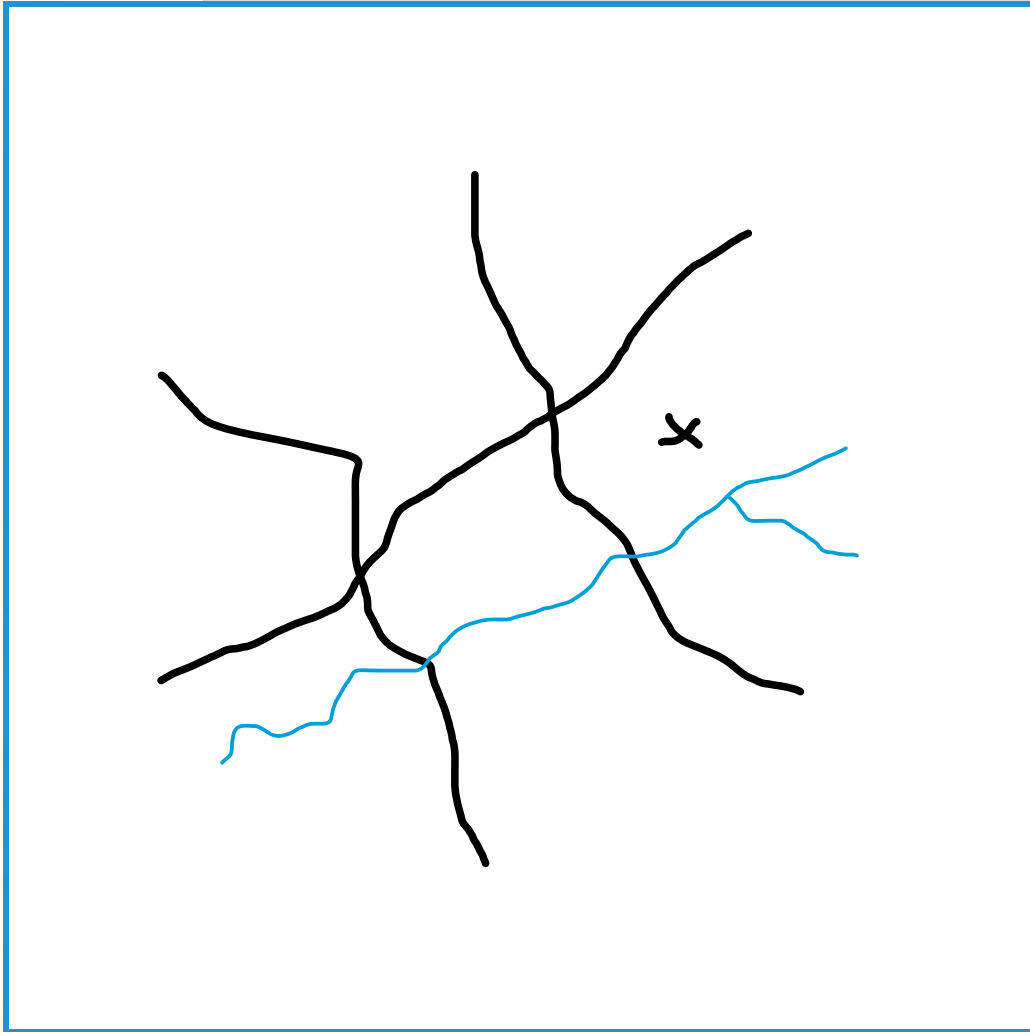Direction + Unit + Object + Qualifier

Categorize Needs:

- **Observed (Reduce Cost/complexity)**
  What outcomes do you hypothesize are not important but are highly satisfied?
  These are opportunities for cost reduction.

- **Table Stakes (Must address)**
  What outcomes do you hypothesize are very important and also very satisfied?
  These needs should continue to be satisfied.

- **Underserved (Add value)**
  What outcomes do you hypothesize are very important and not well satisfied?
  These are opportunities to add value.

- **Irrelevant (Do not address/stop addressing)**
  What outcomes do you hypothesize are neither important or satisfied?
  These needs should not be considered.

- **Appropriately Served (Maintain status quo)**
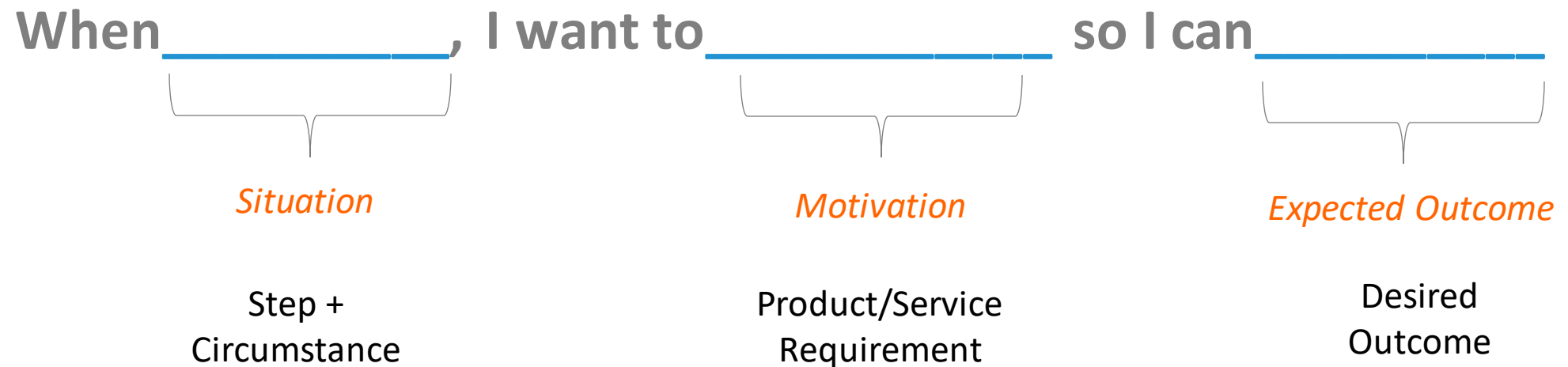
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MURAL – JOB CANVAS 2.0
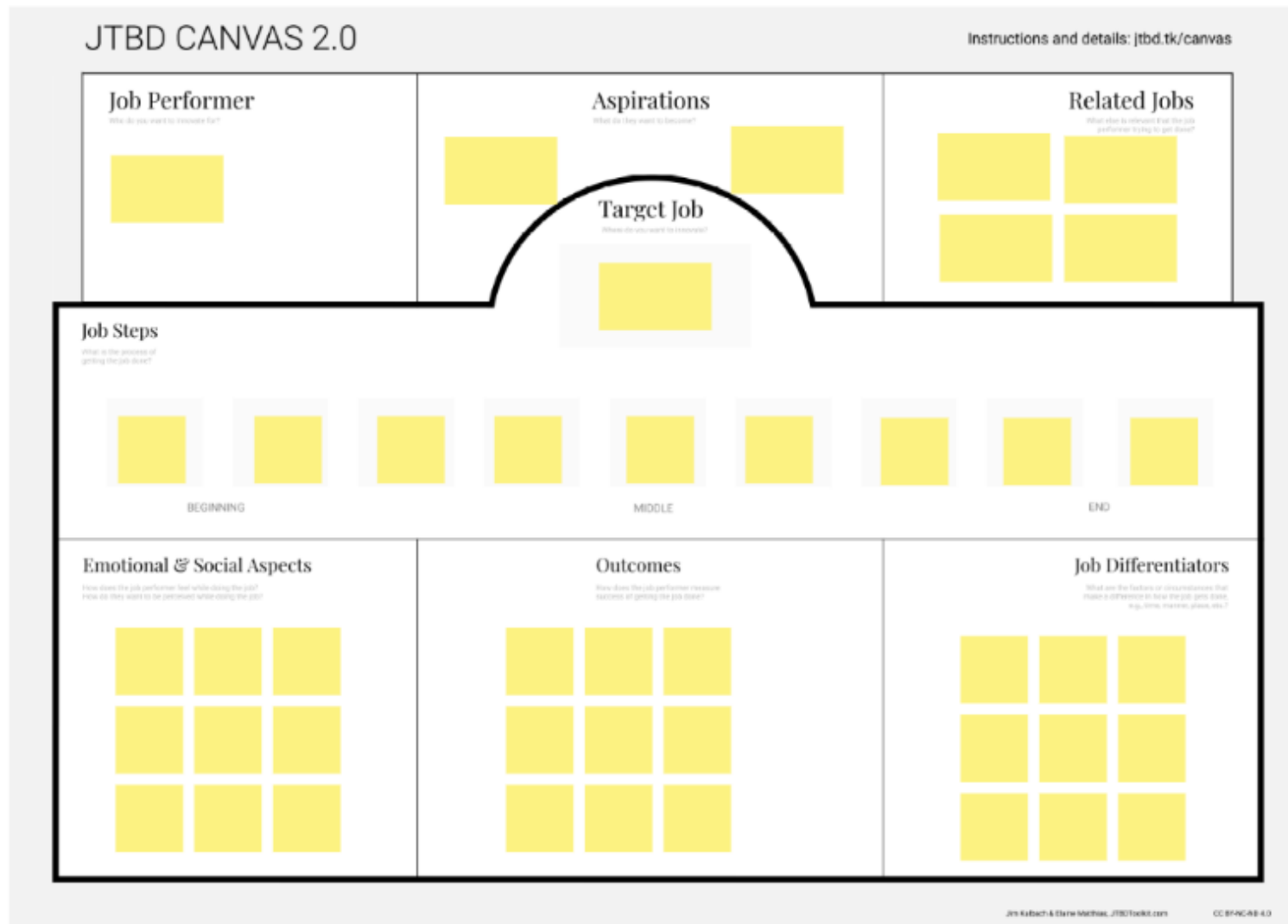
5. CIRCUMSTANCES

When and where does the job get done?

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WRITE JOB STORIES

THE JBTD STORY FORMAT

When _____, **I want to** _____ **so I can** _____

Situation

Motivation

Expected Outcome

Step +
Circumstance

Product/Service
Requirement

Desired
Outcome

Alan Klement's "Replacing the User Story with the Job Story"

GUIDELINES

DON'TS

- Reference technology solutions or methods

- Don't use "And" or "Or"

- Don't define the situation, focus on the job

- Include emotions

DOS

- ✓ Start with a verb (When Retrieving…)

- ✓ Represent user's perspective

- ✓ Focus on the objective

- ✓ Indicate context/granularity

THE JBTD SAMPLE

Job Story:
When searching by postal code, I want to be required to enter a valid code so I don't waste time searching for a clearly invalid postal code.

Better Job Story (Mike Cohn)
When searching by postal code, **a buyer** wants to be required to enter a valid code so **the buyer doesn't** waste time searching for a clearly invalid postal code.
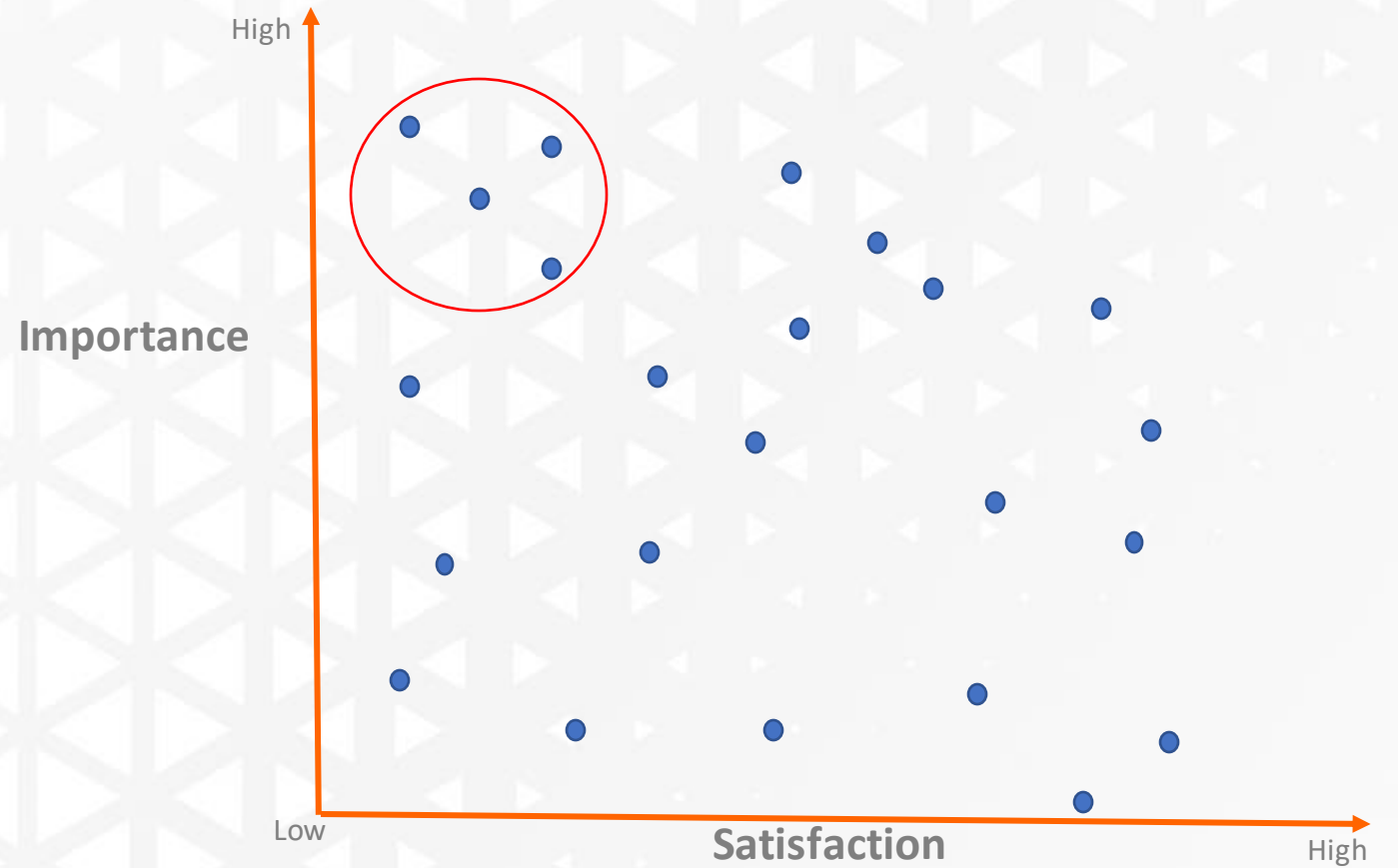
FINDING THE PRIORITY

Very Low   **Very High**

	1	2	3	4	5	6	7	8	9	10
How important is this to you?	○	○	○	○	○	○	○	○	○	○
How well is this currently being satisfied?	○	○	○	○	○	○	○	○	○	○

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PRIORITIZE

Importance (High / Low) vs Satisfaction (Low / High) scatter plot
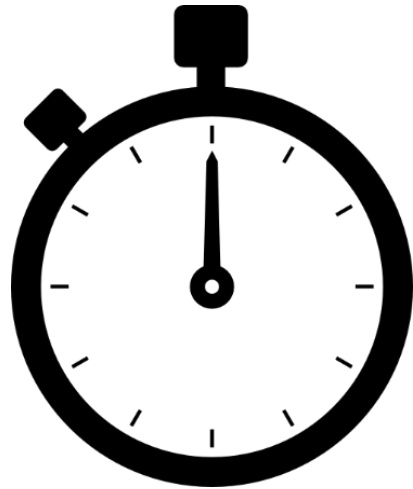
JTBD AND UX

DISCUSSION

10 min

CARMAX CASE STUDY

- *What was the job to be done?*

- *How did UX solve the JTBD?*

Observe

Synthesize

Engage

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OBSERVE - JTBD INTERVIEWS

1. Get background about the participant and the job

2. Understand the main job and related jobs

3. Understand the process of executing the job

4. Find Needs

5. Probe on circumstances

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Using the lens of the customer:

- Identify unmet needs

- Identify pain points / struggles

- Identify work-arounds

- Identify non-consumption

RECORDING OBSERVATIONS

- Research in Pairs

- Keep notes organized

- Meet immediately after to debrief with your research partner

Quotes & Notes	Job Steps	Emotional Aspects	Needs	Circumstances	Comments

SYNTHESIZE

- Create job map

- Identify underserved needs

- Write job stories

ENGAGE

- Share your work with the team

- Brainstorm solutions to unmet needs

- Write JTBD stories

WRAP UP

NEXT STEPS

- Identify the Job Performer

  - Structure interviews to find JTBD

  - Observe to gain context

- Create a Job Map

- Write JTBD statements

- Share with the team

QUESTIONS

REFERENCES

- The Jobs to be Done Playbook, J Kalbach, Two Waves Books, NY, 2020

- When Coffee & Kale Compete, A Klement, NYC Press, 2nd edition, April 2018

- How to do jobs-to-be-done, J Laurie, Sep 17, 2021, Medium.com

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- Replacing the User Story with the Job Story, A Klement, Nov 2013, JTBD.Info

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