



It's hard to see

**Take a walk in a simple, quiet, open space**  
Have a walk in a simple, quiet, open space  
Have a walk in a simple, quiet, open space  
Have a walk in a simple, quiet, open space

**Ask the right questions**  
What are the...  
What are the...  
What are the...  
What are the...

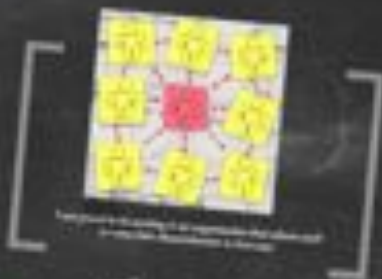


It's hard to see the forest for the trees

**Listen, listen, listen...**  
Listen, listen, listen...  
Listen, listen, listen...  
Listen, listen, listen...

**Focus on the person**  
Focus on the person  
Focus on the person  
Focus on the person

**People, we have got some special talent manager**  
People, we have got some special talent manager  
People, we have got some special talent manager  
People, we have got some special talent manager



It's hard to see the forest for the trees

**Select the right person**  
What?  
How many?  
Where?



**Low weight**  
Low weight  
Low weight  
Low weight



**Decide on an approach**  
**Select the right staff**  
**Ask the right questions**  
**Listen ... (really)**



It's hard to see the forest for the trees



# Field research in a complex (global) organisation

*more important than you think, easier than you imagine*

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## A travel tale



## Imagine, you have just been appointed intranet manager ...

### ***The organisation:***

- *Financial products/services*
- *15 countries*
- *10 languages*
- *40,000 staff*

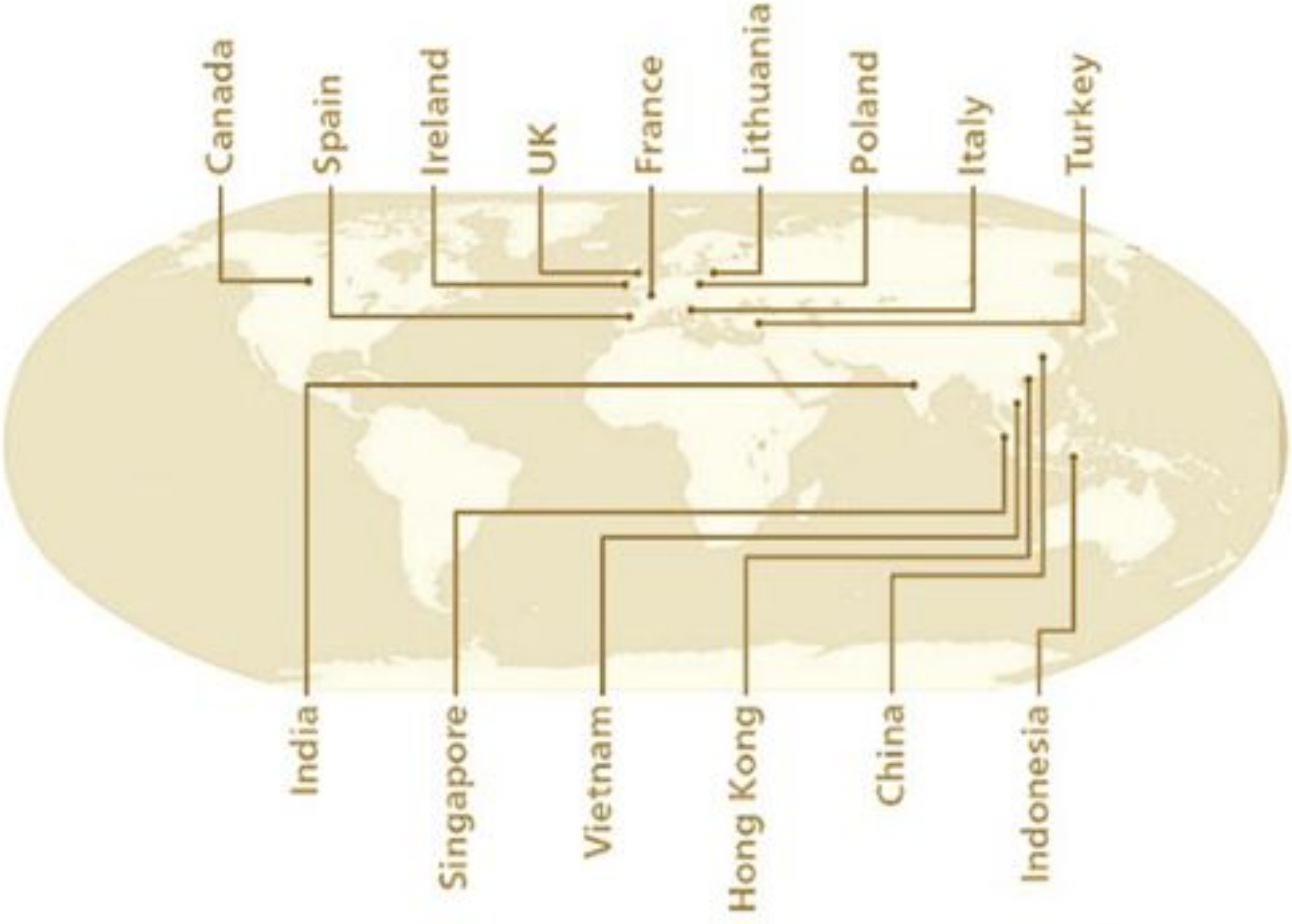
### ***The intranet:***

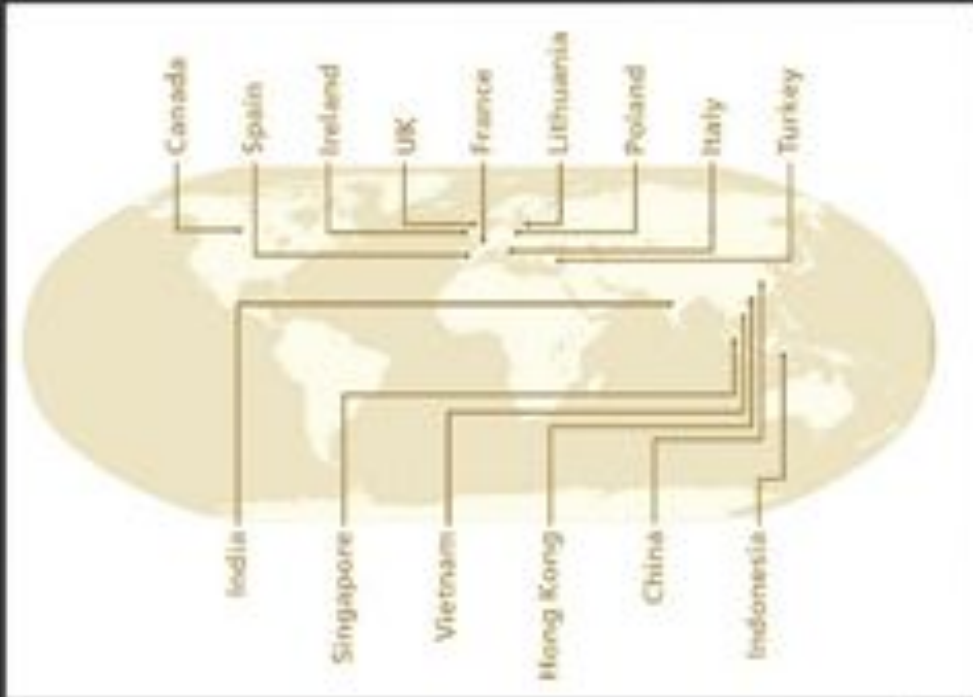
- *Global SharePoint 2010*
- *Launched five years ago*
- *Award winning*
- *Upgrading to 2013*

### ***And the perspective of the executive?***

- *'A competent 20 year old should be able to sort it out'*
- *'And sort out that negativity on social media'*







- Decide on an approach
- Select the right staff
- Ask the right questions
- Listen ... (mostly)

## Decide an approach

- Surveys ...
- Focus groups ...
- Diary and other JA techniques ...
- Interviews ...
- Contextual inquiry ...

# Select the right people

Who?

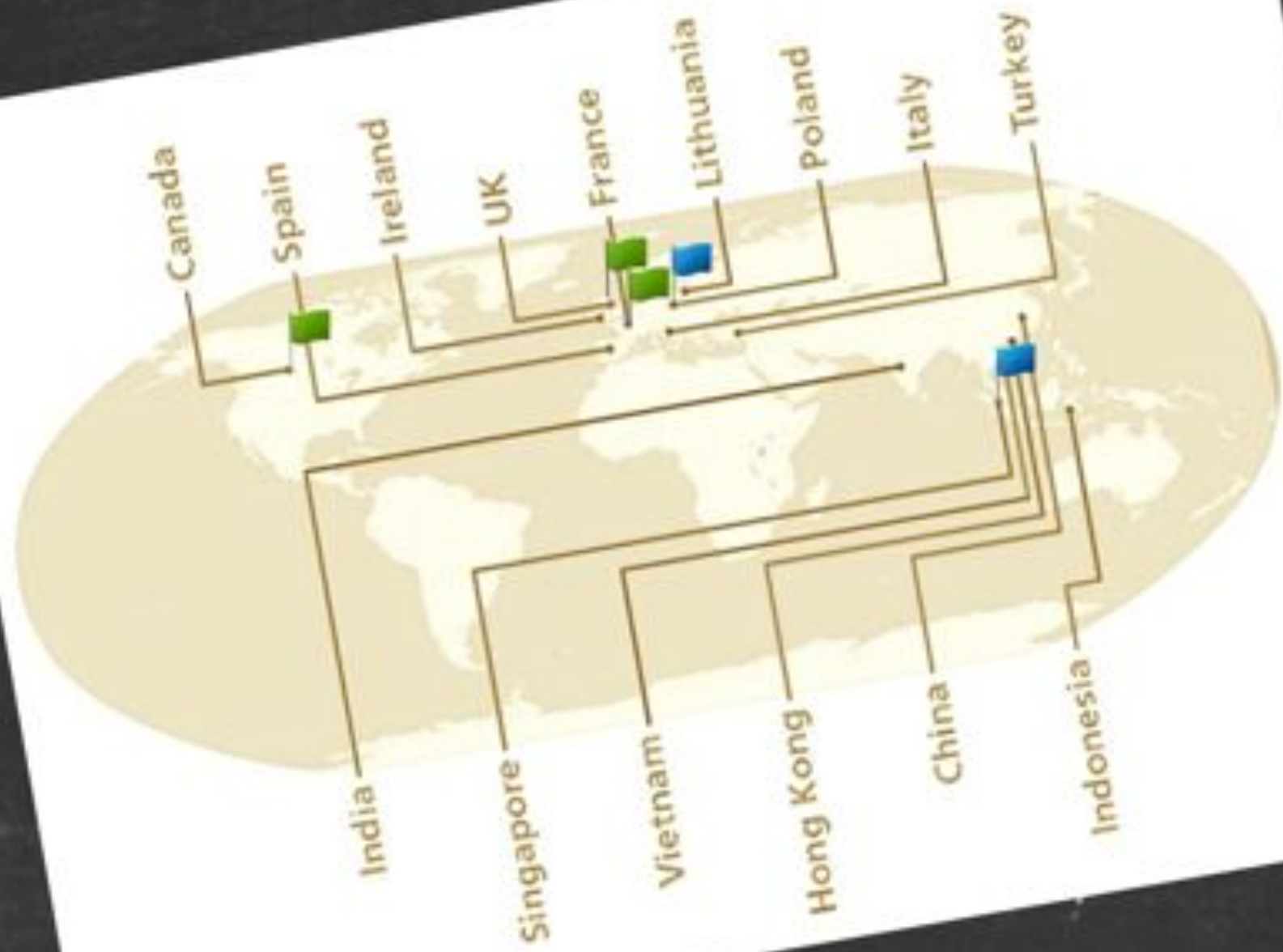
How many?

Where?





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## Ask the right (open) questions

It's all about them ...

Their role, their background, their information, their needs ...

- Start with their personal background (builds rapport)
- Then understand their role (provides context)
- Follow with information they use, and produce (generates data)
- Particular points of pain (provides focus)



*'All I'd be bothered for is for more people to be able to do this kind of stuff'*

## listen, listen, listen ...

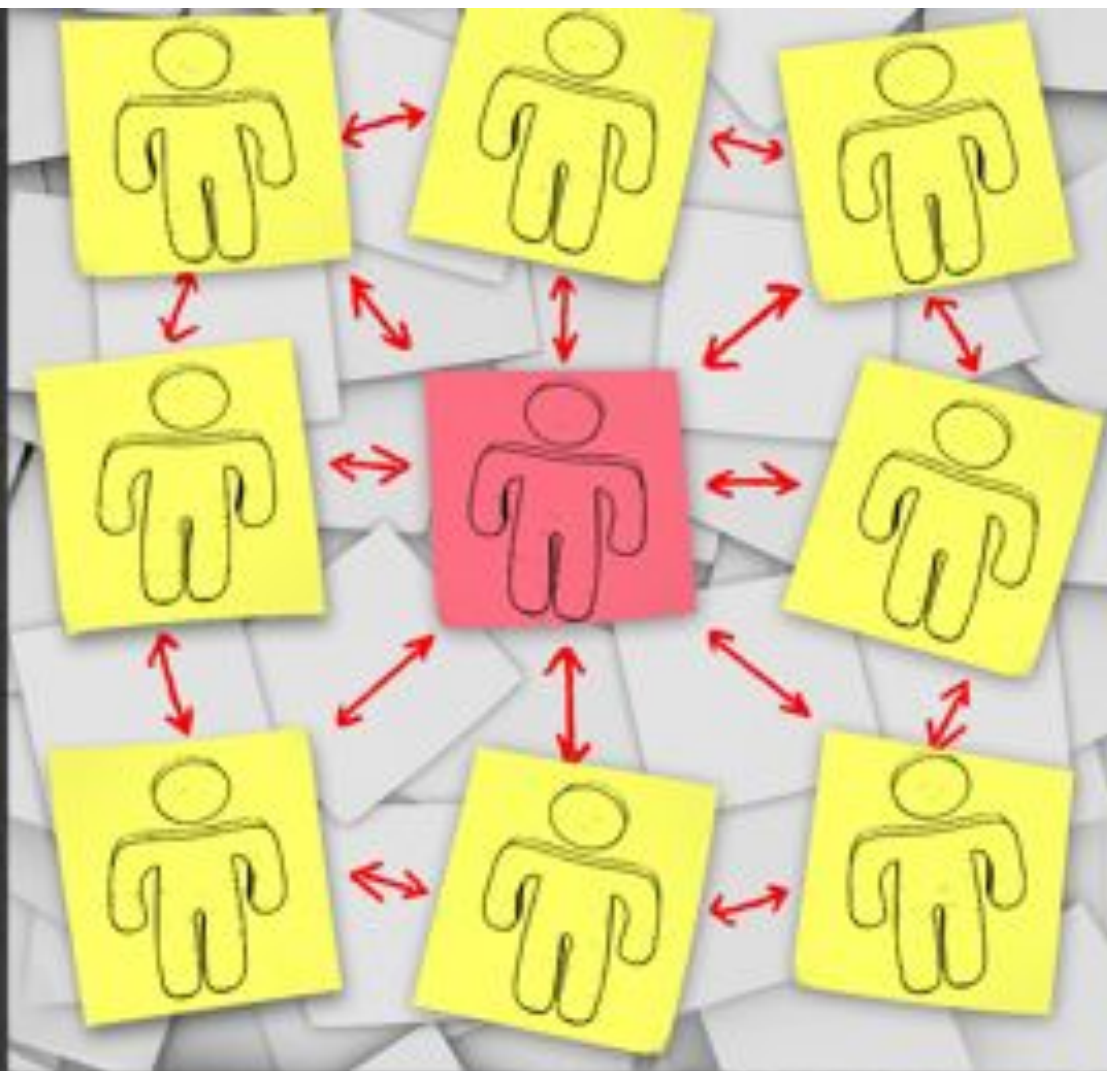
It could be the best conversation they ever have!

- Suspend judgement
- Do not offer solutions
- Do not get defensive
  
- Three is a crowd ... (unless you need a translator)

(Despite the above, you are not aiming for a conversation)







*'I am proud to be working in an organisation that allows staff to voice their dissatisfaction in that way'*

## Some insights

- What before was obscure, is now 'so obvious'
- Global issues are local ones writ large
- Technology alone is not enough
- Research insights support all of the decisions to come
- Even a project this complex, summarises to a single page



What a difference a day makes ...





