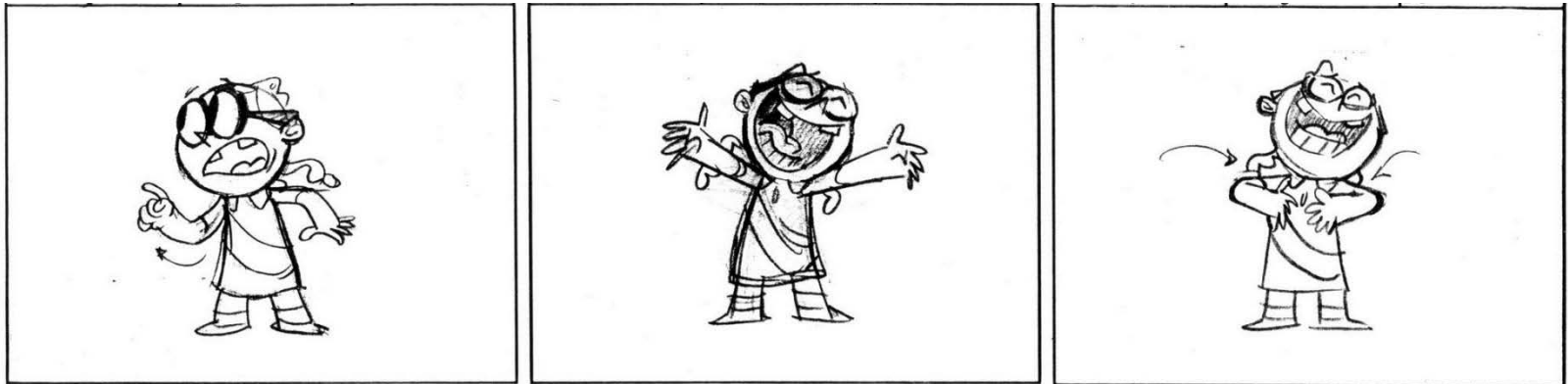


# 8

## STEPS TO CREATING A GREAT STORYBOARD

GOOGLE VENTURE, JAKE KNAPP



Ben: I MEAN I'M SORRY  
YOU'RE FIRED, —————> BUT YAY —————> FOR ME!

# IF YOU HAVEN'T ALREADY DEVELOPED A STORYBOARD DIAGRAM – BRAINSTORM ON ONE HERE BEFORE BEGINNING

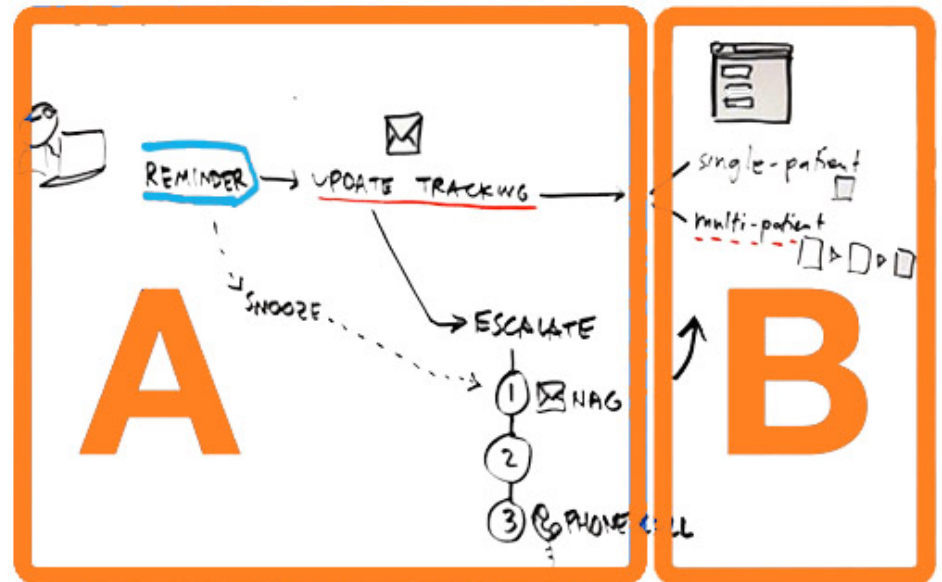


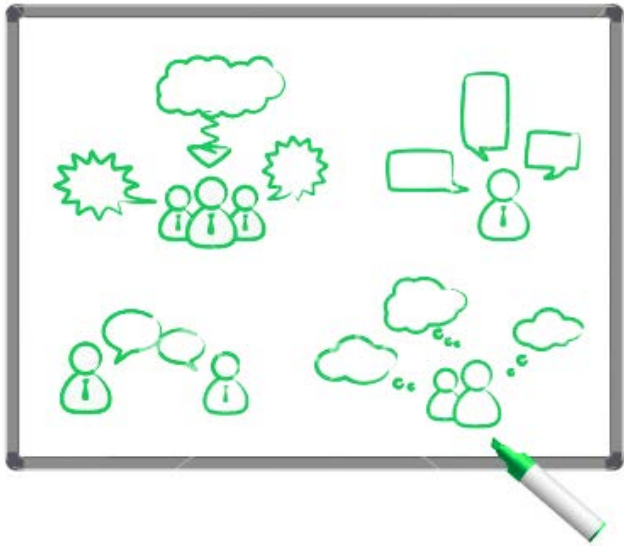
# 1

NOW DECIDE WHICH PART TO FOCUS ON FIRST.

## CHOOSE PART OF THE PROBLEM

YOU'LL DO ONE CYCLE FOR EACH PART  
OF THE PROBLEM.





5 MINUTES

# TAKE NOTES

# 2

THE WHITEBOARDS AND WALLS ARE PROBABLY COVERED IN DIAGRAMS AND NOTES.

**THIS IS YOUR CHANCE TO RELOAD  
THAT STUFF INTO YOUR BRAIN.**

EVERYONE TAKES A PIECE OF PAPER AND JOTS DOWN ANYTHING THEY THINK IS USEFUL.

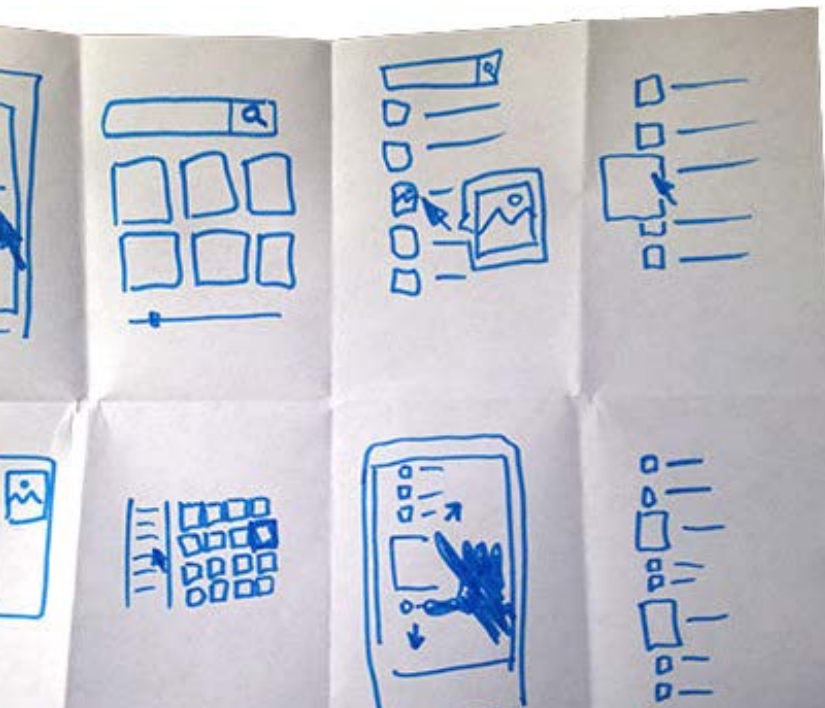
# MIND MAP

IF YOU'RE NOT FAMILIAR WITH MIND MAPPING ALREADY, I OFTEN DESCRIBE IT AS WRITING DOWN EVERYTHING IN YOUR HEAD WITH NO SPECIFIC FORMATTING; OR QUIET INDIVIDUAL BRAINSTORMING. YOU CAN WRITE WORDS AND CONNECT THEM OR NOT, YOU CAN DRAW PICTURES OR NOT--YOU BASICALLY CAN'T DO IT WRONG. THE IMPORTANT THING IS THAT EVERYONE IS GETTING EVERY SOLUTION, OLD AND NEW, OUT OF THEIR HEAD AND ONTO PAPER AT VERY LOW FIDELITY.

5 MINUTES

# CRAZY EIGHTS

EVERYBODY FOLDS A BLANK SHEET OF PAPER IN HALF FOUR TIMES, THEN UNFOLDS IT, SO THEY GET EIGHT PANELS.



DRAW EIGHT SKETCHES, ONE IN EACH PANEL. THAT'S ABOUT 40 SECONDS PER SKETCH, WHICH IS CRAZY...BUT IT'S A GREAT WAY TO CRANK OUT VARIATIONS OF IDEAS QUICKLY. FOR BEST RESULTS, DO TWO ROUNDS OF CRAZY EIGHTS.

# 5

10-20 MINUTES

# STORYBOARD

THE GOAL IS TO TAKE THE IDEAS WE'VE GENERATED SO FAR AND SKETCH AN ACTUAL STORYBOARD SHOWING HOW A USER WOULD MOVE THROUGH THE STORY.

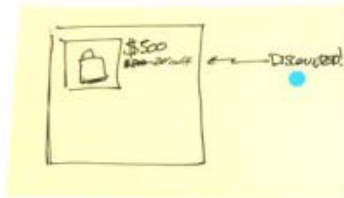
START WITH A BLANK SHEET OF PAPER, AND PUT THREE STICKY NOTES ON IT.

EACH STICKY NOTE IS ONE FRAME IN THE STORYBOARD. IT'S KIND OF LIKE A COMIC BOOK THAT YOU'RE GOING TO FILL IN. LOOK BACK AT YOUR MIND MAP AND YOUR CRAZY EIGHTS AND FIND THE BEST IDEAS. REMEMBER TWO IMPORTANT STORYBOARD RULES:

**MAKE IT STAND ALONE** – NO EXPLANATION

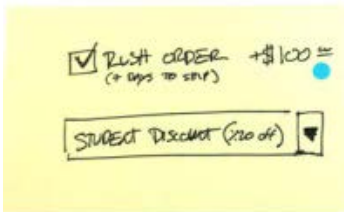
**GIVE IT A NAME** – SOMETHING CATCHY

WHEN YOU FINISH THE STORYBOARDS, HANG THEM ON THE WALL WITH SOME STICKY STUFF.



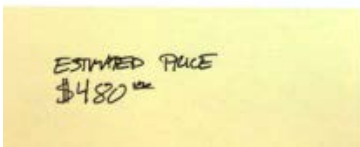
YE 'OL  
PRICE ANCHOR

START WITH  
A SET PRICE



SHOW PRICE  
CHANGES

← MAKE PEOPLE  
FEEL GOOD w/  
WAYS THEY CAN  
REDUCE PRICE



GIVE A  
GOOD ESTIMATE



5-10 MINUTES

# SILENT CRITIQUE

GIVE EVERYBODY A BUNCH OF DOT STICKERS. THEN LOOK AT THE DIFFERENT STORYBOARDS AND PUTS A STICKER ON EVERY IDEA OR PART OF AN IDEA YOU LIKE.

# 6

THERE ARE NO LIMITS TO HOW MANY STICKERS YOU CAN USE, BY THE END, YOU'VE GOT A KIND OF HEAT MAP, AND SOME IDEAS ARE ALREADY STANDING OUT.





# 7

3-MINUTE

# CRITIQUES

NEXT, GET GROUP FEEDBACK AT THE STORYBOARDS. FIRST, PEOPLE TALK ABOUT WHAT THEY LIKED, THEN WE ASK THE PERSON WHO DREW IT IF WE MISSED ANYTHING IMPORTANT.





5 MINUTES

# SUPER VOTE

ONCE WE'VE LOOKED AT ALL THE IDEAS, EVERYBODY GETS ONE OR TWO "SPECIAL" STICKERS (WHICH CAN BE THE SAME DOT STICKERS FROM BEFORE WITH A PEN MARK ON THEM). THESE ARE "SUPER VOTES" FOR THE IDEAS YOU THINK ARE THE **VERY BEST.**

8

9



REPEAT

GOOGLE VENTURE, JAKE KNAPP

A collection of various hand-drawn symbols and shapes in red, black, and blue ink on a light blue grid background. The symbols include circles, crosses, checkmarks, arrows, stars, and scribbles.

Instead of defaulting to

# **GROUPTHINK**

make sure you have the buy-in of  
the higher-ups ...or you might  
regret it later.



So you've got tough decisions  
to make:

**WHICH  
SOLUTIONS**

will you pursue and which will  
you put **ON ICE?**

# THE DECISION-MAKING PROCESS IS HARD,

and this is one place where working as a group can become a liability.

To combat this effect, the facilitator often has to

# DRAW OUT THE DECISION-MAKER

to give their honest, true opinion. In the sprint, people are out of their comfort zones, and even CEOs can begin to behave in non-standard ways.





Give a

# "SUPER VOTE"

to the deciders during design critiques. And most of the time...you

just have to **BE BLUNT.**

"IF YOU AREN'T  
CONSCIENTIOUS  
ABOUT BRINGING THE  
DECIDER IN NOW,  
YOU'LL HAVE A  
PROBLEM LATER."

As facilitator, let everyone know that you need more

# ASSERTIVE PARTICIPATION

from the deciders. Additionally, you should have the words "make the call, Sally" on the tip of your tongue throughout the day.



# SEARCH FOR CONFLICTS:

1

Comb through storyboards -  
**LOOK FOR CONFLICTS**  
(where there are two or more  
different approaches to solving  
the same problem.)

2

Every time you find one,  
**WRITE IT DOWN**. You can  
put the topic and solutions on  
sticky notes, like the ones  
above.

3

In business-as-usual design,  
designers often end up picking  
one approach and going  
straight to high resolution. Look  
at **HOW ELSE IT COULD  
BE DONE**.

You have two basic options for what kind of user study you're going to run at the end of your sprint. You can prototype several different approaches and test them against one another (the "battle royale") or you can go with a single prototype (the "best shot").

## BEST SHOT

vs.

## BATTLE ROYALE

The advantage of the "best shot" approach is that you can put a lot more work into that one prototype, or just get it done faster. If you're testing only one solution, the user study is less complex, and it gives you more time to see what the users say about your competitors' products.

The "battle royale" works well for newer spaces where there really aren't many conventions, and you need to figure which one is going to work best for the user. The disadvantage is that it takes more time, and your testers may run out of patience.



So how do you know which to pick? Start with a gut check: If everyone is excited about one option, you may be ready for a "best shot." But if it feels more like you're sitting there and scratching your heads about what to do next--or else you want to throttle each other because those fools just won't agree with you--well, you may need a "battle royale."

ASSUMPTIONS	TESTS
Users will add profile photos	user study
Market is big enough	mkt research
Photo clustering is doable	hacking
Product page messaging is compelling	user study

# TEST YOUR ASSUMPTIONS

1

## LIST UNDERLYING ASSUMPTIONS.

Some of those assumptions might be about the users", some about the business, some about technology, and maybe even some about messaging.

2

I can tell you that last assumption above is false right now, but for most others, you're going to need some kind of research. Guess what? You can **TEST A BUNCH OF THEM** by showing a prototype to users.

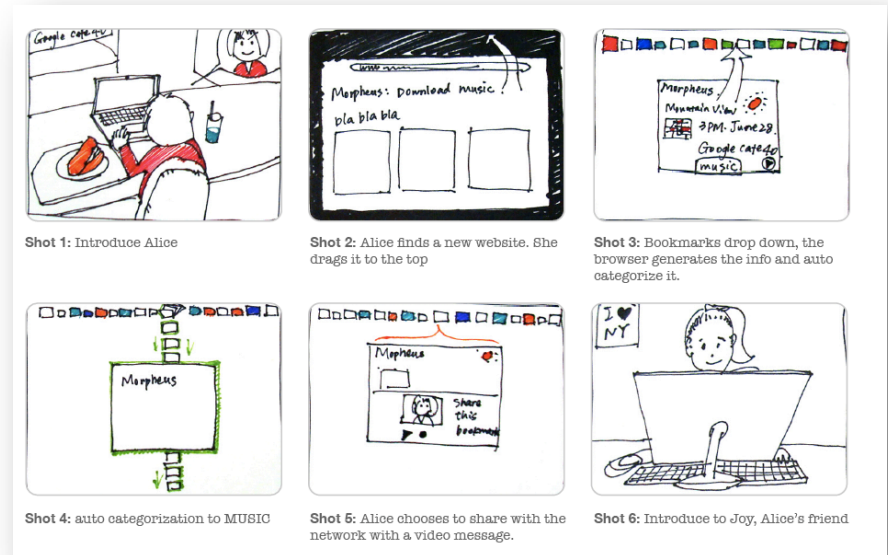
3

Try to come up with a way to test all your assumptions, either in the user study or in some other parallel task that can start right away. If you can't test every assumption now, **KEEP A LIST FOR NEXT TIME.**

Now we're going to make a storyboard that shows exactly how the user will step through your prototype, click by click. This is the last group activity before prototyping. in Day 1.

**DRAW A BIG GRID** on the whiteboard.

**DRAW A COMIC BOOK** that tells the story start to finish.



Hopefully the story will flow easily from there, following the outline you previously laid out.

As you storyboard, the facilitator has lots of small decisions to make.

# WORK HARD HERE TO NOT LET PEOPLE BE TOO NICE.

You don't want design by committee. If there's a good argument going, don't try to find middle ground or make people agree. Help the team place a bet on one of the opposing solutions and keep the other in your back pocket if it fails.



For the full article, please visit the  
FastCompany Design site:

[http://www.fastcodesign.com/1672929/h  
ow-to-decide-what-ideas-to-  
prototype?partner=newsletter](http://www.fastcodesign.com/1672929/how-to-decide-what-ideas-to-prototype?partner=newsletter)