

INVESTIGATING THE PROBLEM & SYSTEM



MULTIPLE SOURCES TO EXPAND UNDERSTANDING



Understand the problem by seeing the system that produces current outcomes

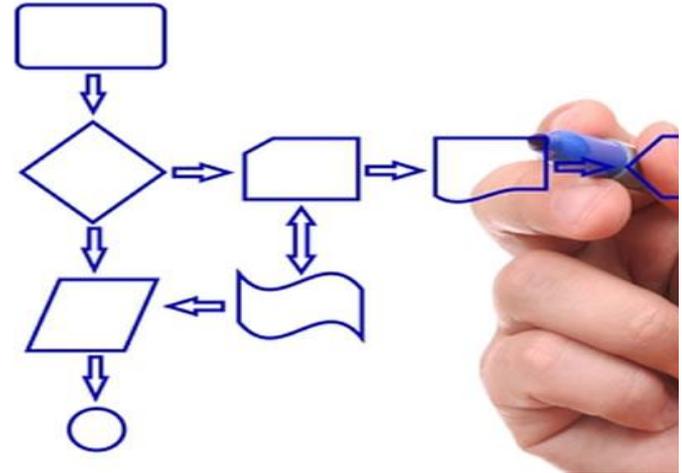
- Visualize how work gets done
- Understand the system from the user's point of view

Go Investigate!

UNDERSTANDING WORKFLOWS: PROCESS MAPS

What is it? A graphical representation of the steps, decision points, and links between them that come together to produce a particular outcome.

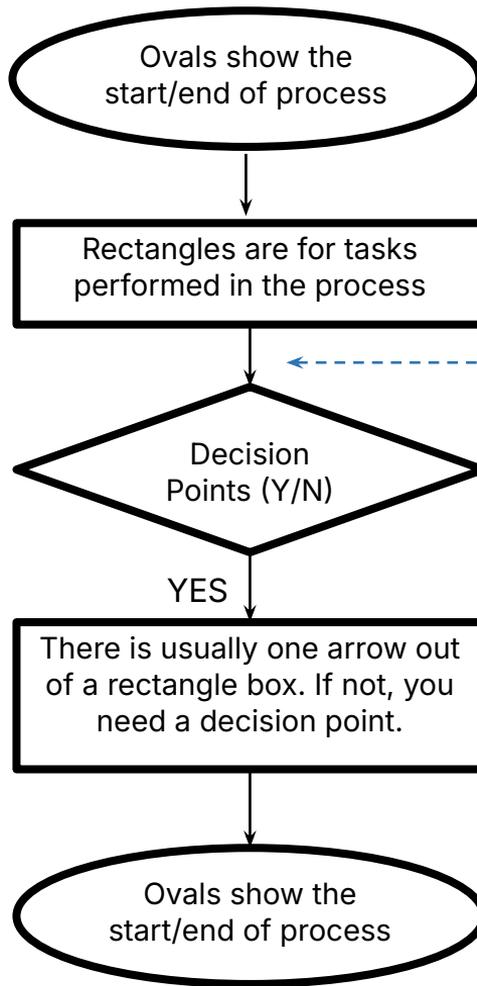
Why is it useful? Process maps create a shared understanding and provides valuable insights about strengths and gaps within current work flow.



"You cannot improve a process if you don't understand it."

- W. Edwards Deming

Process mapping can help identify areas for improvement



Arrows show the direction or flow of a process

Close all loops. i.e. Make sure every path takes you back to or ahead to another step in the process.

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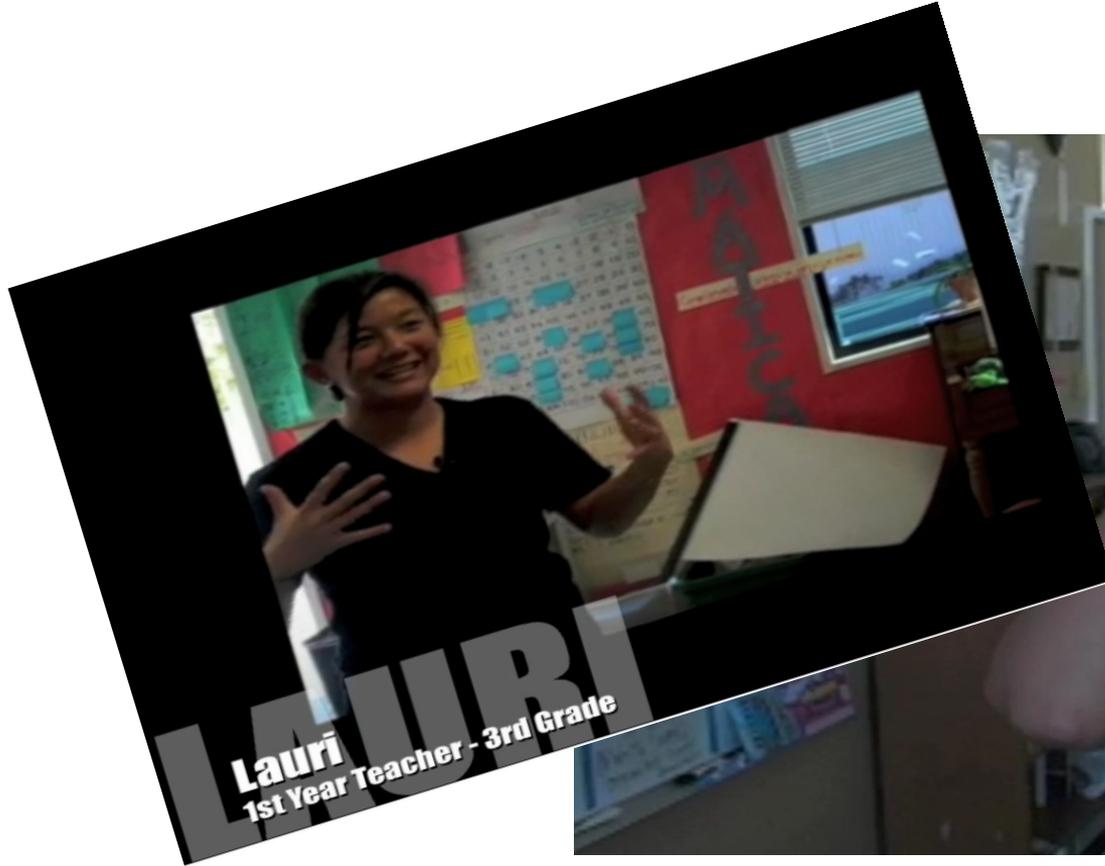
SEEING THE WORLD AS OTHERS SEE IT: EMPATHY RESEARCH

What is it? Conversation or observation designed to gather information about a person's experience as a "user" of a space, a process, an objective, or an environment.

Why is it useful? We can learn how different "users" (e.g., students, teachers, families) feel about a particular problem and how they might solve it.



EMPATHY: TALKING TO USERS



UNDERSTANDING THE PROBLEM “TOE DIP”

Broad problem statement:

Instructional coaching has an inconsistent impact on teacher practice and student outcomes.

Understanding the problem and the system	Inquiry tool
How do coaching or feedback conversations currently take place in our system?	Process Map
What contributes to impactful coaching experiences?	Empathy Interview

PARTNER / TRIO ACTIVITY

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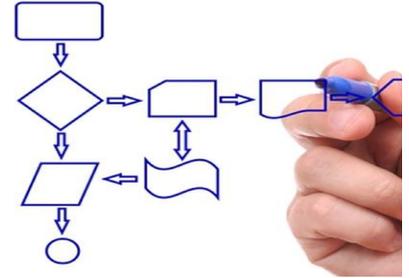
1. Identify which task you will complete, and move to that area.
2. Organize into pairs
3. Follow the steps on the task card to investigate the system around instructional coaching. (15 min)
4. Whole group debrief.



DEBRIEF DISCUSSION

What was your experience using the tools?

What perspectives would these tools readily make visible?
What might they overlook?



ADDITIONAL RESOURCES

Empathy Interviewing

[Empathy Interviewing Overview](#)

[Empathy Interview: Norms & Planning Guide](#) (High Tech High GSE)

[Empathy Interview Resources](#) (Community Design Partners)

Process Mapping

[Process Mapping Overview](#)

[Process Mapping Protocol](#) (High Tech High GSE)

Process Mapping: [Tools & Resources](#), [Video](#) (Shift Results)