

# How can we give value to lawyers?

## Research Goal

1. Understand **user** pain points
2. Find opportunities for data
3. Listen for opportunities to make their process more efficient

## Schedule

- 5 min Intro
- 10min Interview/Warmup
- 40min Storymapping
- 5min Wrapup

## Intro (5min)

- John & Gabriel introduce us, offer snacks
- I'm working with the Gadfly
- Today I want to understand more about your job and role. Our goal is to get a better **understanding of what your world and work** is like.
- We've learned a lot from Gabriel and John but want to **hear some of the same thoughts from you directly.**
- We'll spend about 10 minutes talking about your role and about 30 minutes doing a fun writing and drawing exercise that helps us understand your work.
- Everything you say is **confidential**. Is it ok if I record this information?
- We realize **you're busy** and really appreciate your time. Understanding how you work really helps us make something useful for you. Thank you so much. Any questions?
- If you need to leave or take a break please let me know.

## Leasing Representative (Larry)

### Our Big Questions

1. **Create a Lease:** When and how does Larry get involved with the creation of a lease?
2. **Issues List:** How does Larry communicate with people who work on the Issues List?
3. **Data:** What are the hardest or least informed decisions Larry makes?

### Assumptions

- Data will make Larry a better leasing representative
- Larry has info rachel does not have
- Larry can answer Issue List questions on an iPad
- Larry could write a lease
- Landlords would rather have an automated process for 3rd party bookkeeping tools than their current process
- Larry QBs the issue list process

### Interview Questions (10min)

- Let's spend 10 minutes talking about your world. How did you get into this profession?
- What does a really good day look like?
- What are you on the hook for in your job?
- What gives you an edge among your competition?

### Storymapping (40 min)

Lay out big papers and markers. They don't need to understand how the system works. Record the process, write it down.

### Prompt

- Talk us through the process from \_\_\_\_\_ to getting a lease signed.
- What I want to understand are all the touchpoints you have with this process.
- **1. You find out a space is available, what's the first thing that you do?**
- **2. In an ideal world what would make this easier?**

### Probes

- Communication **tools**
- **Who** do you interact with?
- Which parts are **painful**?
- When do you get **blocked**?
- Which **decisions** are hard to make?

# Internal Council (Rachel)

## Our Big Questions

1. **Create a Lease:** When and how does Larry get involved with the creation of a lease?
2. **Issues List:** How does Larry communicate with people who work on the Issues List?
3. **Data:** What are the hardest or least informed decisions Larry makes?

## Assumptions

- Rachel communicated digitally and in writing
- Rachel has info that Larry doesn't have to create a lease
- Rachel struggles getting answers for the Issue List
- Rachel wants a history of comments in the Issue list
- It's easy to start a lease but difficult to finish it
- Aggregate information about signed leases will change the amount of risk Rachel recommends the organization takes on
- Larry could write a lease

## Interview Questions (10min)

- Let's spend 10 minutes talking about your world. How did you get into this profession?
- What does a really good day look like?
- What are you on the hook for in your job?
- Who do you work with the most on a daily basis?

## Storymapping (40 min)

Lay out big papers and markers. They don't need to understand how the system works. Record the process, write it down.

## Prompt

- Talk us through the process from \_\_\_\_\_ to getting a lease signed.
- What I want to understand are all the touchpoints you have with this process.
- **1. When do you find out you need to create a new lease?**
- **2. In an ideal world what would make this easier?**

## Probes

- Communication **tools**
- **Who** do you interact with?
- Which parts are **painful**?
- When do you get **blocked**?
- Which **decisions** are hard to make?

General conversation about about mapping life

1. Lease related: What information do you hand off to get a lease created? Once the LOI is signed, are you contacted again? if so, for what reason? Do you assist in getting the lease signed or getting questions answered? How many times and through what medium? Who contacts you and how? By email/ phone / in person?
2. Data related: In your search for new tenants - what info or tools do you use to find them? What are the hard decisions you make in your process?
3. What are you on the hook for? What gets you a raise? What are you often blocked on? What takes the longest in getting a lease signed? What would get you better commission? What's your competitive edge against others? How often do you communicate with lawyers -- what are those communications like?

Rachel:

Assumptions to test:

1. Larry could create a lease
2. Using wizard will save time
3. You communicate digitally and in writing
4. Rachel has info that Larry doesn't to create a lease
5. Larry has information you don't to create a lease
6. LP can capture 100% of lease requirement options
7. Rachel uses a computer - what type? A tablet?
8. Rachel wants a history of comments for the issue list
9. Getting answers for the issue list a pain point
10. Issue list questions get answered digitally

11. The issue list is only created once a lease is sent out - so it's easy to create a lease but it's hard to finish it - get the edits info and get it revised

12. Aggregate information about leases will change the amount of risk she wants to take on Lease related: What's your process now? How do you find out you need to write a lease? Who do you interact with? How? Where do you get blocked? What decisions are you generally making? If someone sends a redline with a risky or troubling comments, what do you consider? How does your team communicate now? Do you instant message? What are the hardest decisions you have to make? What happens after a lease is signed? How is the information of the final lease added to internal book keeping tools etc?

#### Create a Lease

- Who will most likely use the Create a Lease tool?
- How much do Leasing Representatives and Attorneys interact?
- How much do our users trust digital tools?
- How much do our users trust their partners?

#### Tenant List

- Who does and will own the Tenant Lease process?
- Will this tool save time for Leasing Representatives and Attorneys?
- Will users trust this app?
- When is the best time to introduce the Tenants list to the Leasing Representative or Attorney?

Roll of brown paper and scissors and sharpies, pull out the paper the width of the table, ask them for the process is like right now. and they'll draw it for you or they'll write it. But as long as it's recorded. Nice anchoring for the convo, so probe further nice way to probe the process, they'll remember about it. They don't know what the back office is, what the system is.

Just record the process and if they start talking, remind them to draw that out

Get them to map the process, oh what tool do you use for that, what works really well, where do you feel are the painpoints

Second thing, roll out the paper, imagine, in an ideal world, what would this process be like, encourage them to be blue sky, imagine far from reality, magic wand. People will hone in on the thing what's a pain in the ass right now.