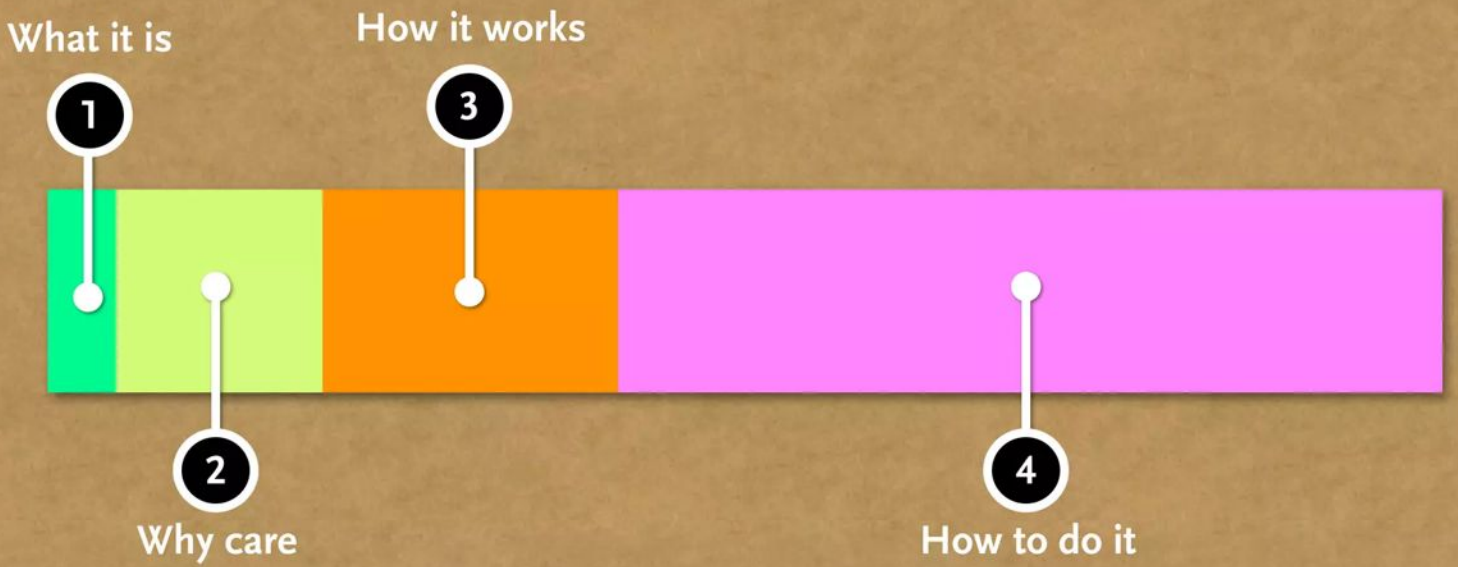
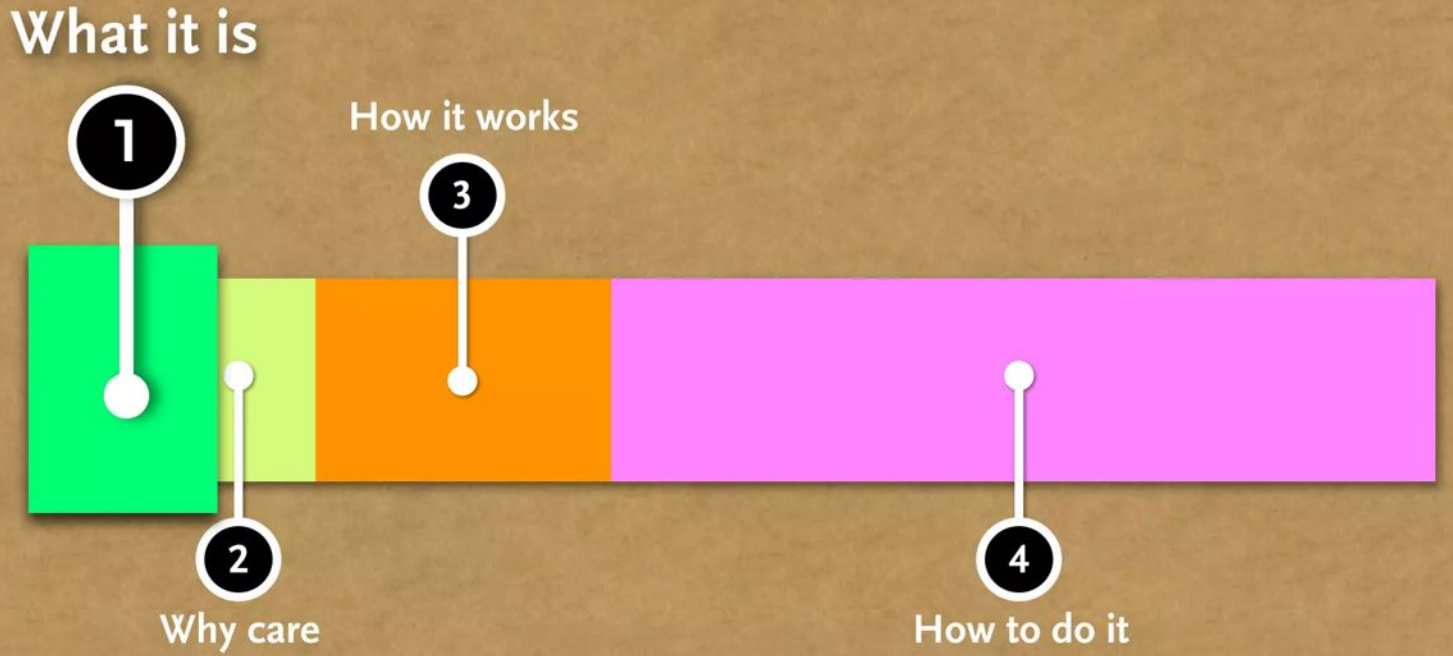
MAGIC PIXIE WONDER DUST 3000 (ENTERPRISE EDITION)

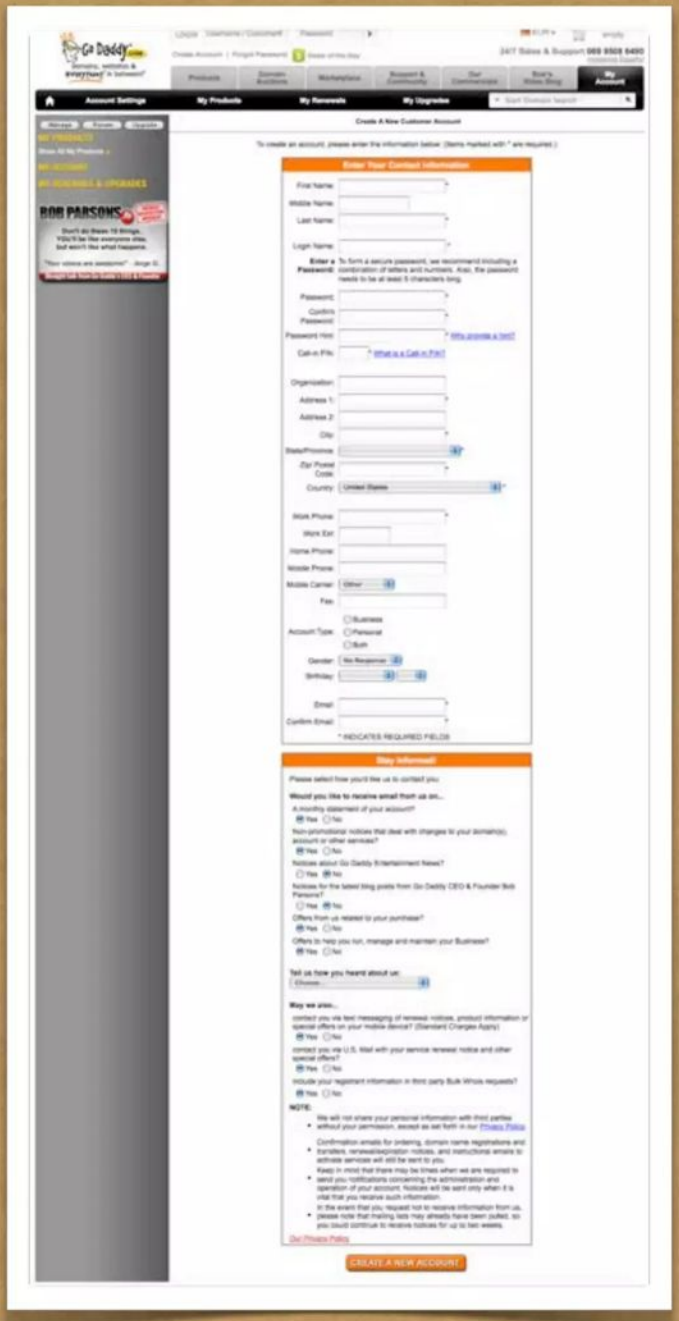
DESIGNING MOTIVATIONAL EXPERIENCES

Sebastian Deterding (@dingstweets)
UX London, May 30, 2014




What it is
1
How it works
3
2
Why care
4
How to do it


What it is
1
How it works
3
2
Why care
4
How to do it



tumblr.



Email address

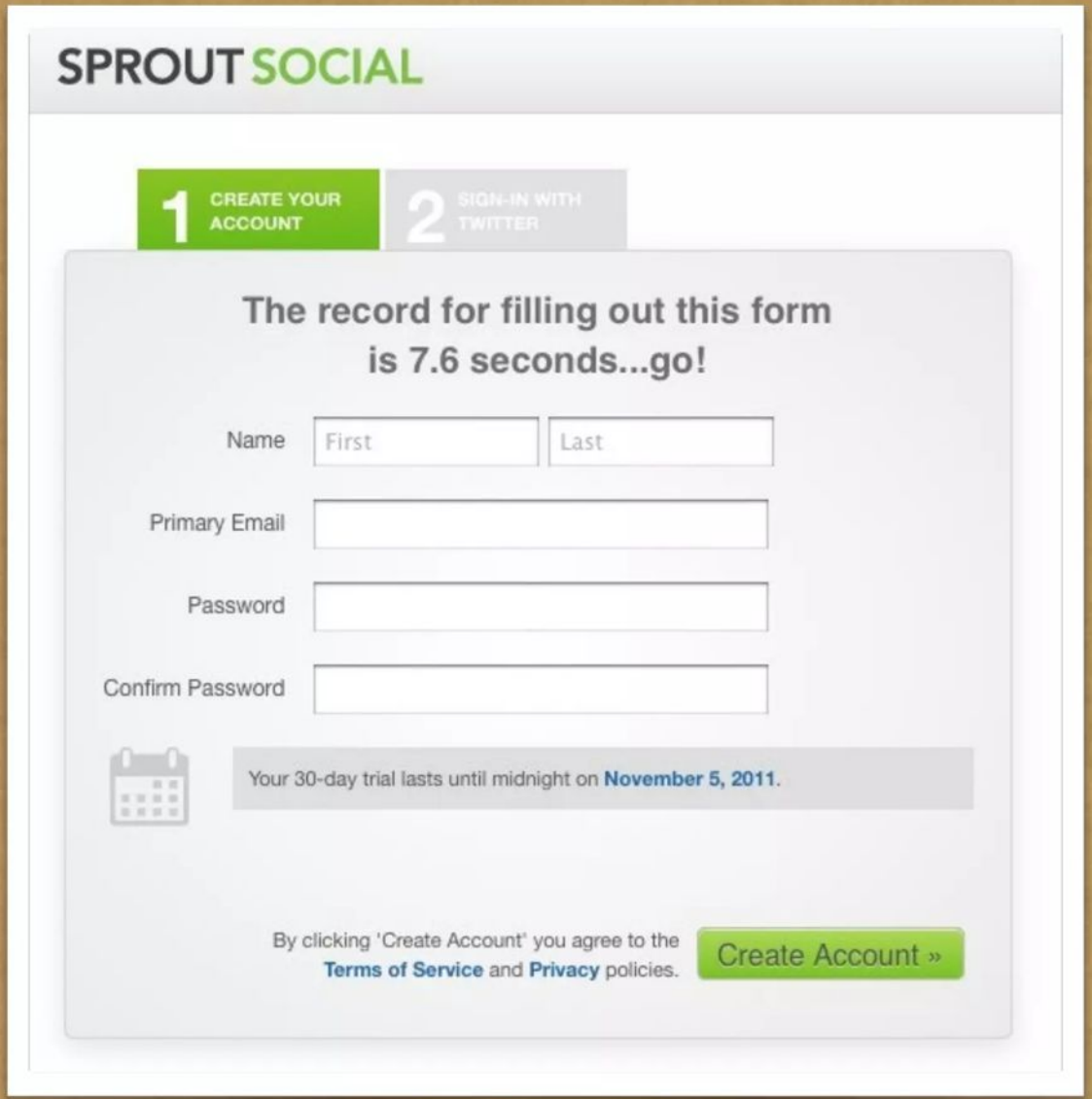
Password

URL

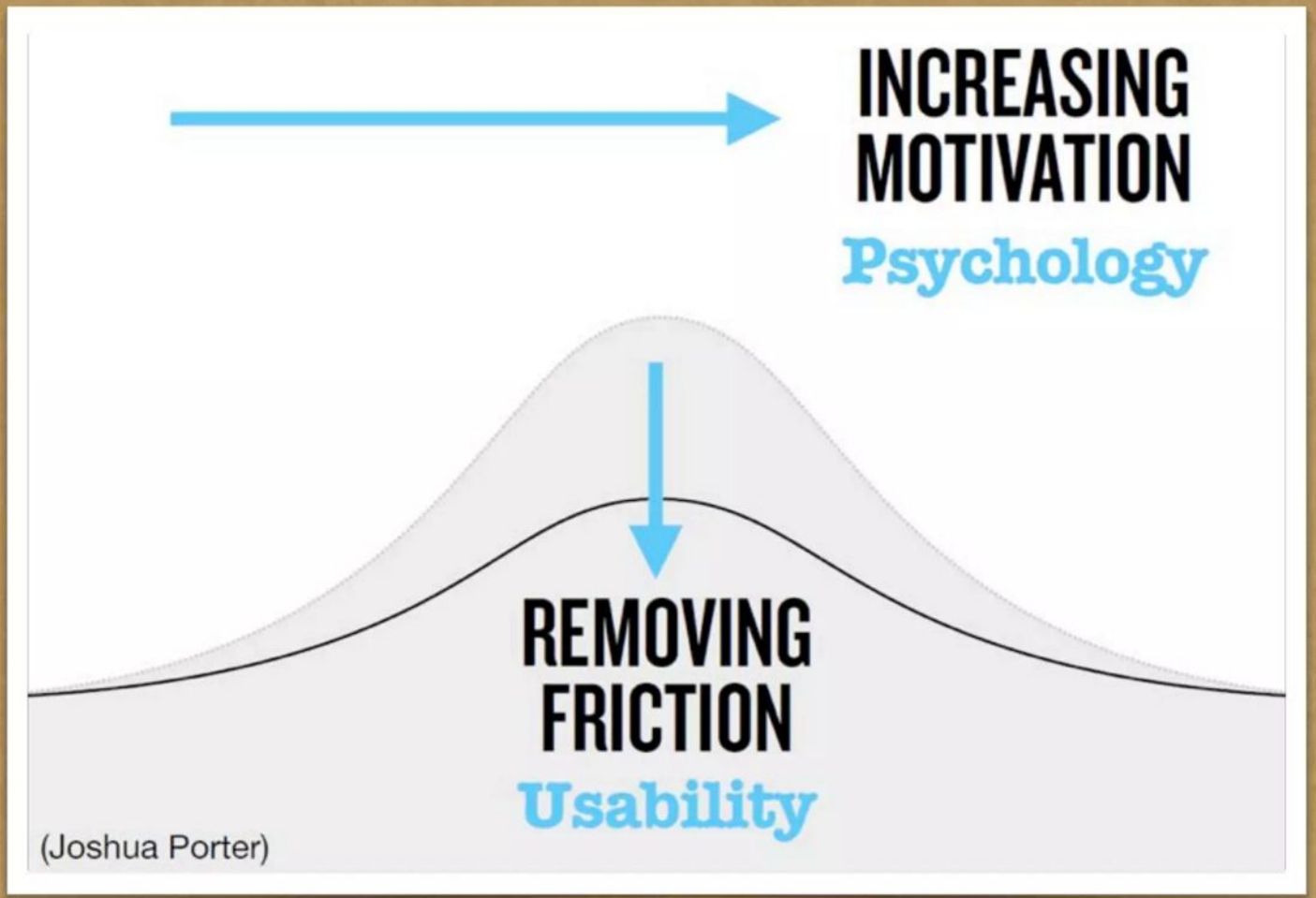
Start posting!

© Tumblr, Inc. About What's New Content Policy Terms of Service Privacy Policy

30 reasons you'll love Tumblr


SPROUT SOCIAL
1 CREATE YOUR ACCOUNT
2 SIGN-IN WITH TWITTER
The record for filling out this form is 7.6 seconds...go!
Name
First
Last
Primary Email
Password
Confirm Password
Your 30-day trial lasts until midnight on November 5, 2011.
By clicking 'Create Account' you agree to the Terms of Service and Privacy policies.
Create Account »

WHAT HAPPENED HERE?



FROM USABILITY TO MOTIVATION

»Behavior is our medium.«



ROBERT FABRICANT
INTERACTION'09 (2009)


Call to Action
New York Times, Wall Street Journal, and USA Today Bestseller
Clout
the ART and SCIENCE of
INFLUENTIAL WEB CONTENT
COLLEEN JONES
Andrew Chak
SUBMIT NOW
Designing Persuasive Web Sites
Persuasive
Using Computers to Change What We Thi
B.J. FOGG
CREATING PLAYFUL, FUN, AND EFFECTIVE USER EXPERIENCES
Seductive
INTERACTION
DESIGN
NEURO
Web Design
What makes them click?
Susan M. Weinschenk, Ph.D.
VOICES THAT MATTER
O'REILLY
Designing
for Behavior
Change
APPLYING PSYCHOLOGY AND BEHAVIORAL ECONOMICS
Stephen Wend
"...an essential crib sheet for any startup."
Dave McClure, Founder of 500 Startups
hooked
HOW TO BUILD
HABIT-FORMING PRODUCTS
Nir Eyal
with Ryan Hoover
How to Ge
People to
Do Stuff
Master the art and science of
persuasion and motivation
san M. Weinschenk, Ph.D.

ga·mi·fi·ca·tion [gay-m*uh*-fi-**kay**-sh*uh*n]
integrating game dynamics into your site, service, community, content or campaign, in order to drive participation.
(see Bunchball)


NIKE.COM
WELCOME NATALIE
LOGOUT
MY ACCOUNT
NEWSLETTER
Iamishere
I have completed 11 runs for a total of 22.21mi. My average pace is 10'13" per mi.
trophies
blog
forums
Runs
RUN TOTALS - 02/12/06 at 12:46 PM
2.19mi
DISTANCE
20'09"
TIME
9'12"/mi
PACE
N/A
CALORIES
20 minutes
WORKOUT
See My Runs
OPTIONS
SHARE
2.19mi
FASTER
DISTANCE
Compare to:
MY BEST "2 MI"
My Runs
Challenges
Community
Gear & Music
Support

FITNESS

by CARWINGS

Driving History | Route Planner | All Info. Feeds | Rankings | Eco Tree

Regional Rankings | World Rankings

Regional Rankings

Your regional rank for Dec/2010 (as of December 16, 2010)

Dec/2010

Your Score

Ranked
3

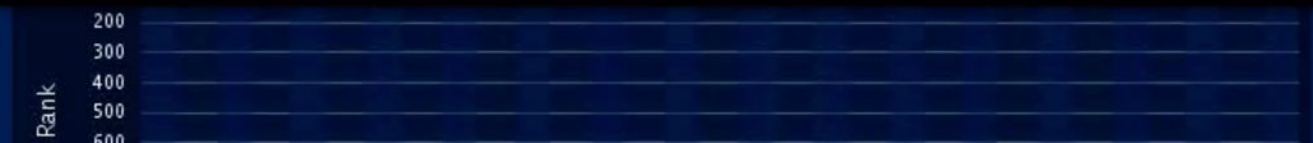
Average Energy Economy
4 miles/kWh

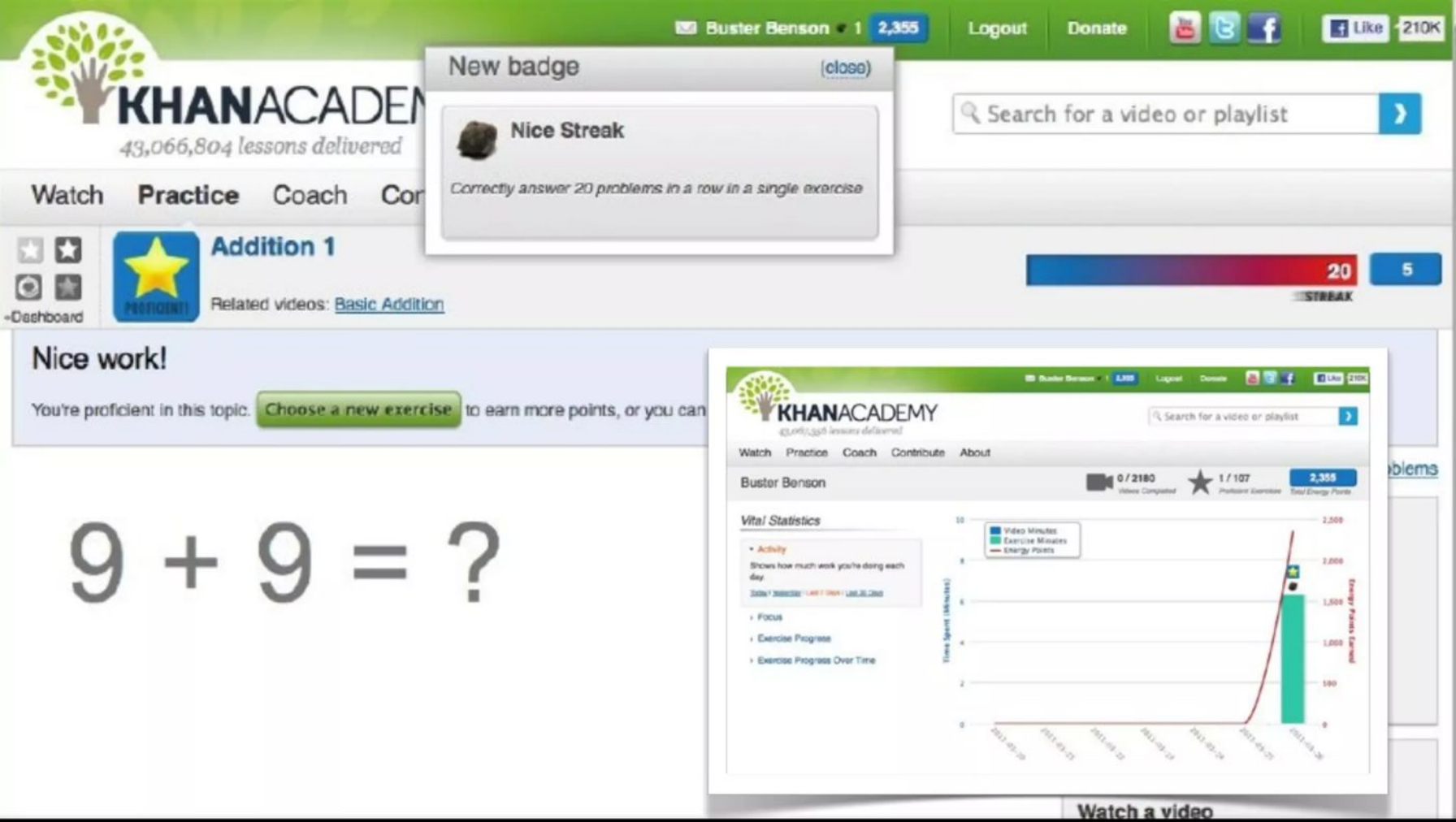
Champion's Score

Average Energy Economy
4.8 miles/kWh

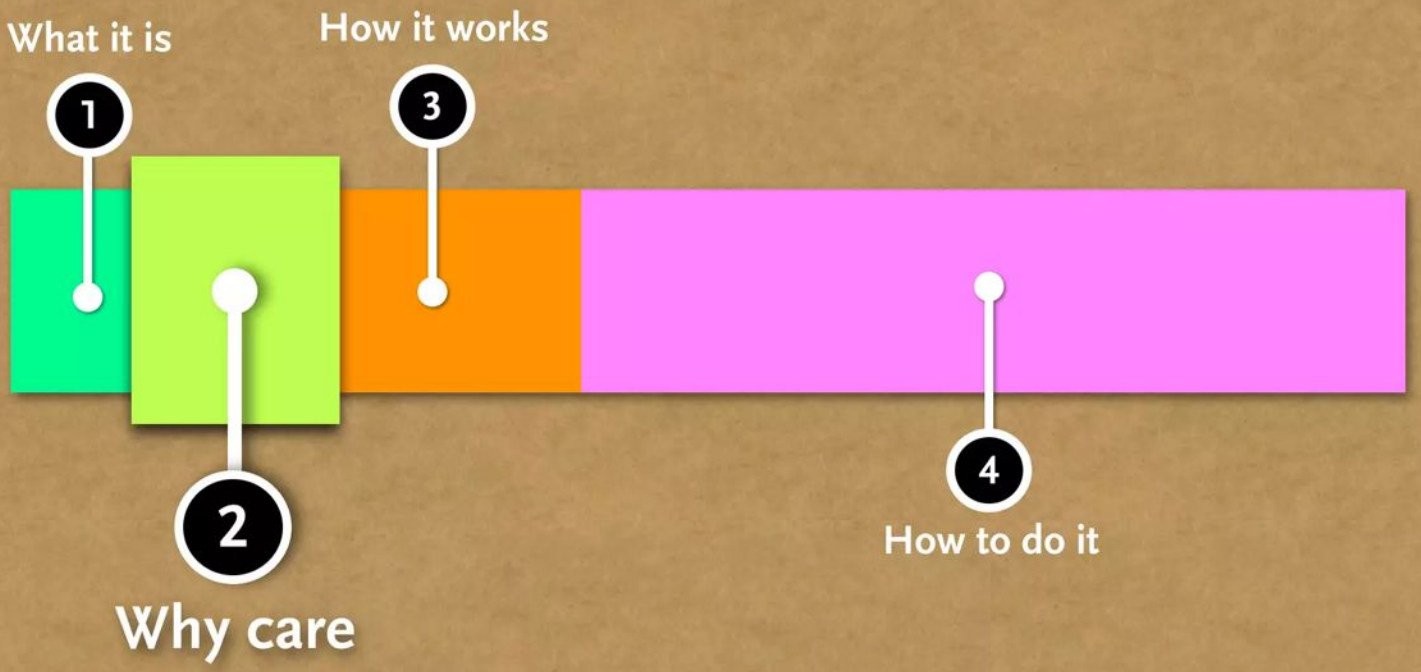
Bronze | Silver | Gold | Platinum

SUSTAINABILITY



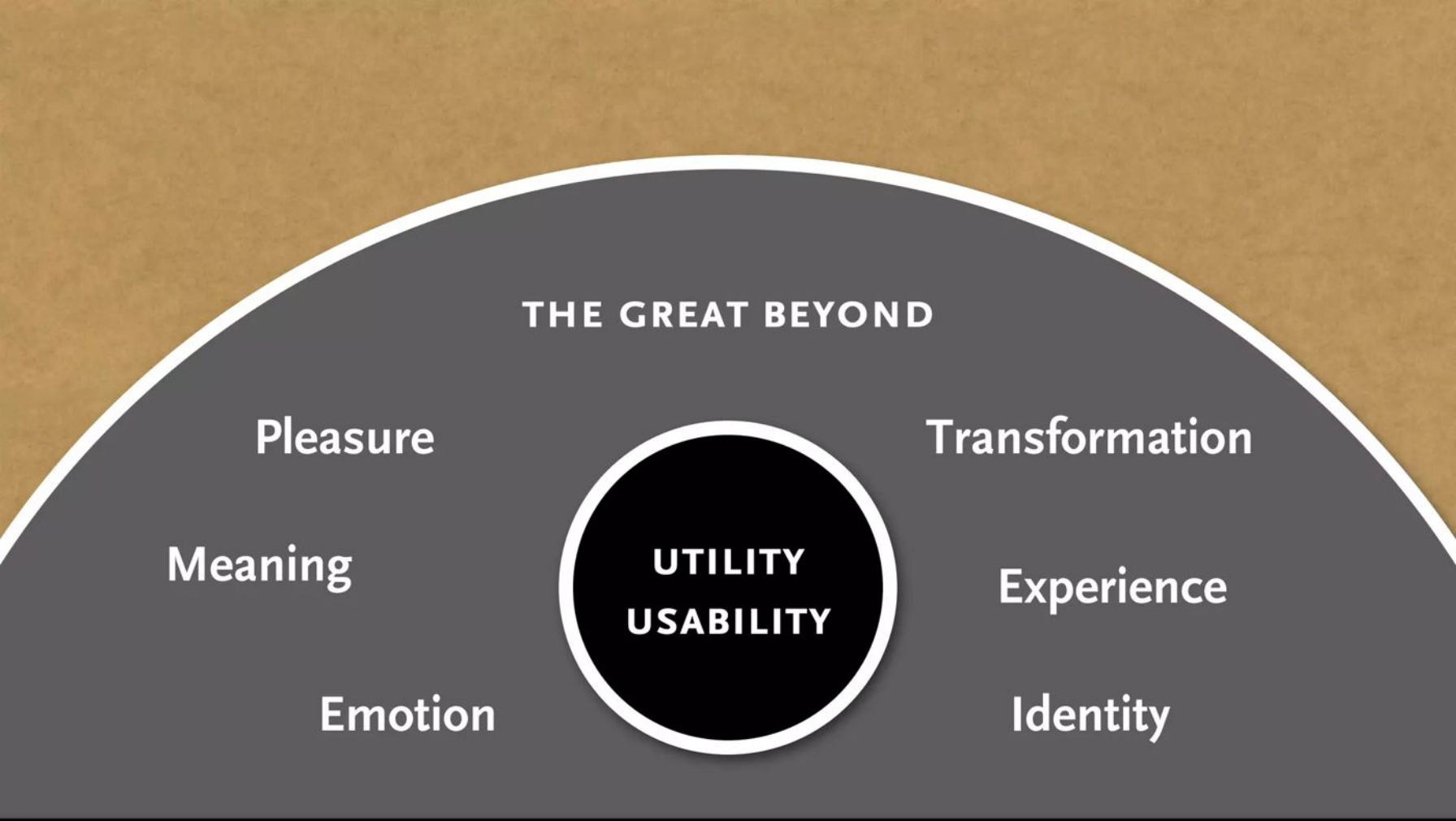

Buster Benson 1 2,355
Logout
Donate
Like 210K
KHANACADEMY
43,066,804 lessons delivered
Search for a video or playlist
New badge
(close)
Nice Streak
Correctly answer 20 problems in a row in a single exercise
Watch
Practice
Coach
Addition 1
Related videos: Basic Addition
20
STREAK
5
Dashboard
Nice work!
You're proficient in this topic. Choose a new exercise to earn more points, or you can
9 + 9 = ?
KHANACADEMY
Watch
Practice
Coach
Contribute
About
Buster Benson
0 / 2180
1 / 107
2,355
Vital Statistics
Activity
Shows how much work you're doing each day
Focus
Exercise Progress
Exercise Progress Over Time
Video Minutes
Exercise Minutes
Energy Points
Watch a video
I'd like a hint

EDUCATION


What it is
1
How it works
3
2
Why care
4
How to do it



From
UTILITY
to
PSYCHOLOGY



NEW MARKET DIFFERENTIATORS



NEW VALUE CHAINS

HEALTH



SELF-IMPROVEMENT



ECO/GREEN



NEW MARKETS

SHIFT #2

From

RATIONAL ACTOR

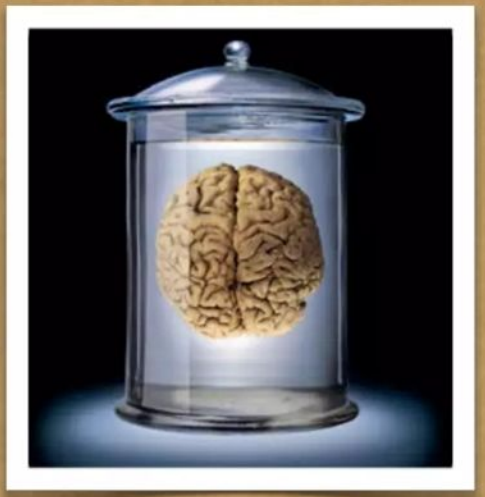
to

SOCIAL ANIMAL

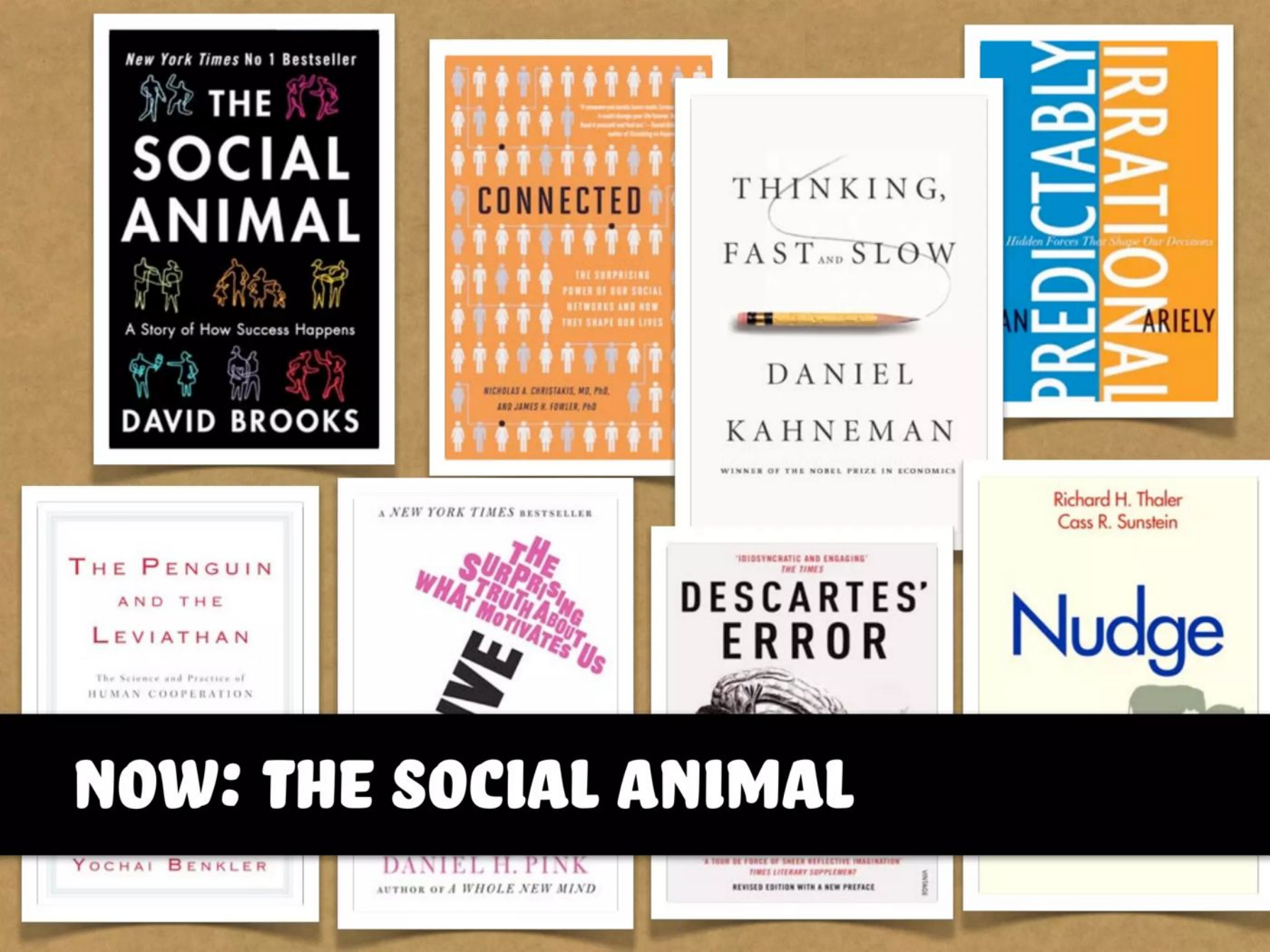


+





THEN: THE RATIONAL ACTOR



NOW: THE SOCIAL ANIMAL

Poor choices/actions are due to ...

RATIONAL ACTOR

Lack of information

Misaligned incentives

SOCIAL ANIMAL

Motivation

Emotion

Cognitive biases

Habit

Social influence

Material environment

SHIFT #3

From

EXTRINSIC REWARDS

to

INTRINSIC NEEDS



EXTRINSIC MOTIVATION

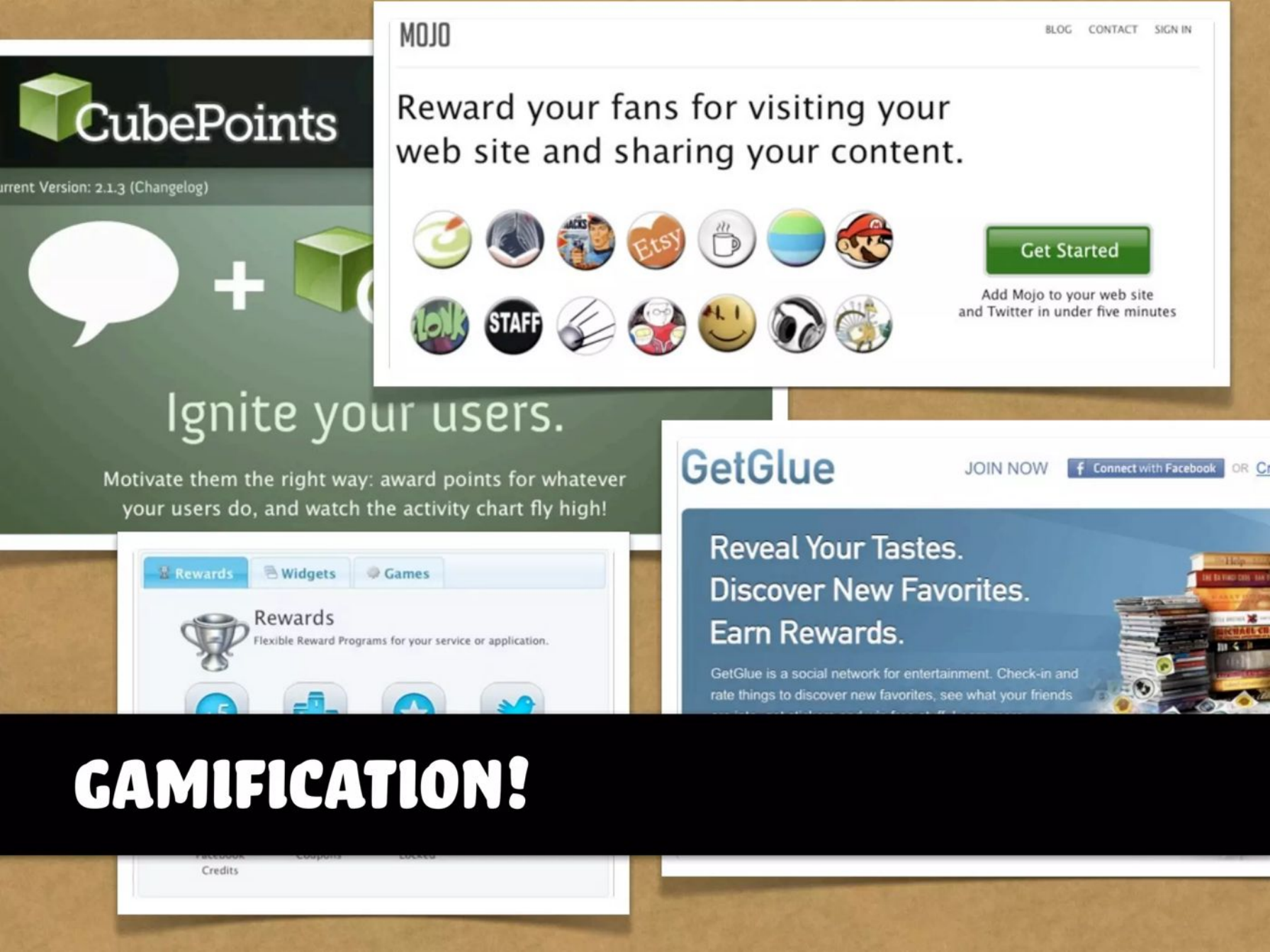
http://www.flickr.com/photos/diego_rivera/4261964210

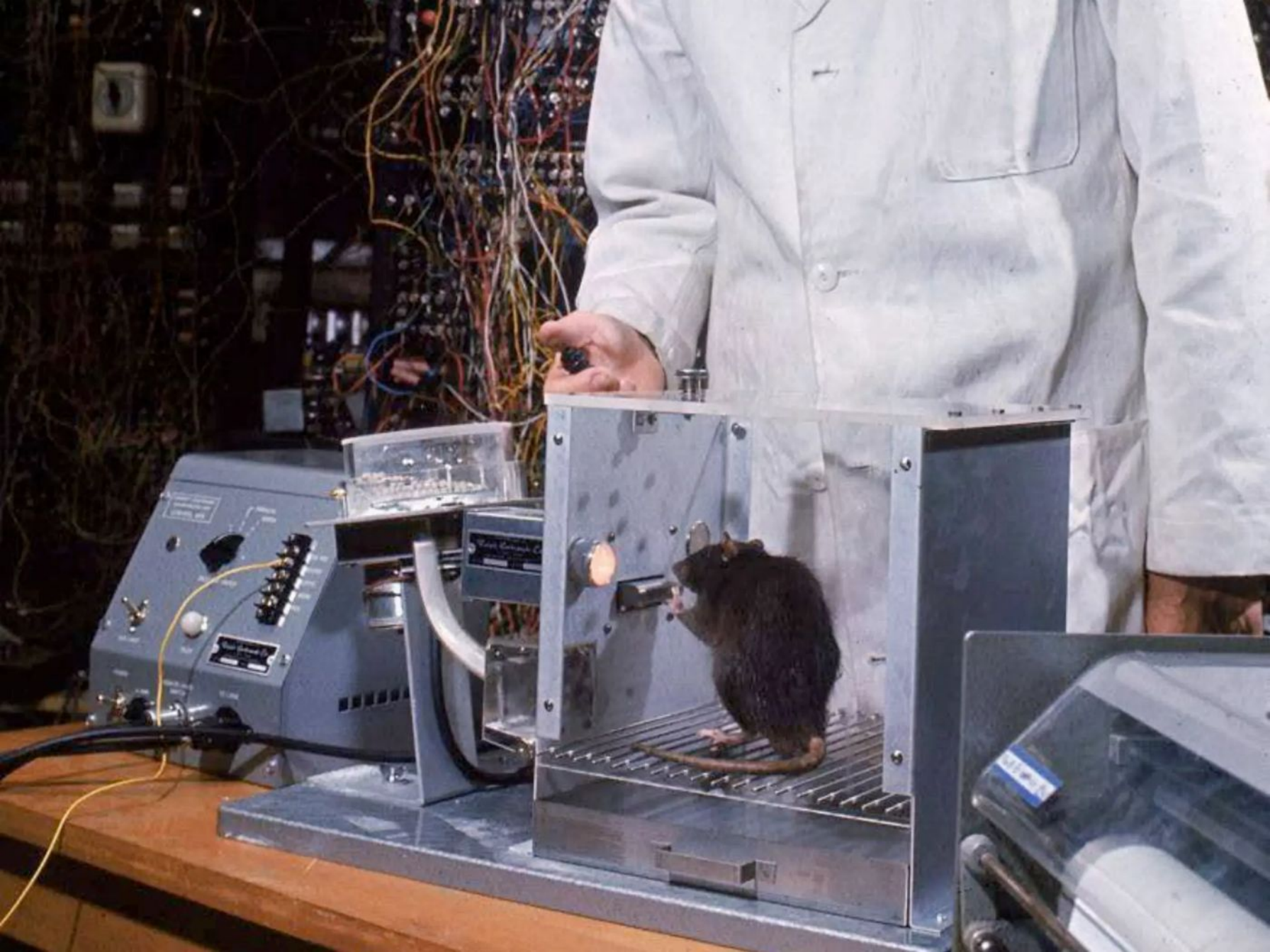


LOYALTY PROGRAMS!


coopown
HOW TO WIN?
subscribe
Enter email
WIN
in three
simple steps
like us
facebook.com/coopown
follow us
x2
iPad2
x3
Samsung
Galaxy Tab
SAMSUNG
Nikon

RAFFLES!


CubePoints
urrent Version: 2.1.3 (Changelog)
Ignite your users.
Motivate them the right way: award points for whatever your users do, and watch the activity chart fly high!
MOJO
BLOG CONTACT SIGN IN
Reward your fans for visiting your web site and sharing your content.
Get Started
Add Mojo to your web site and Twitter in under five minutes
Rewards
Widgets
Games
Rewards
Flexible Reward Programs for your service or application.
Credits
GetGlue
JOIN NOW
Connect with Facebook
Reveal Your Tastes.
Discover New Favorites.
Earn Rewards.
GetGlue is a social network for entertainment. Check-in and rate things to discover new favorites, see what your friends
GAMIFICATION!



Score: 964,000,000,000,000

(You rock!)

Earn 1,000,000,000,000 points



INTRINSIC MOTIVATION

http://www.flickr.com/photos/areyoumyrik/308908967

WHAT INTRINSIC MOTIVATION DRIVES PASSIONATE USERS?

A

The product is awesome!



B

The company is awesome!



C

The experience is awesome!



POP QUIZ!

D

I am awesome!



POP QUIZ!

~~Better X~~

Better *user of* X*

* aka »competence«

»The more you learn, the better you are at something. The better you are, the more engaging it is. If you can help people have more of that feeling, they won't talk about how good you are – they'll talk about how much they kick ass.«



KATHY SIERRA

UPGRADE YOUR USERS, NOT YOUR PRODUCT (2005)

»This pattern is what we call the progress principle: of all the positive events that influence inner work life, the single most powerful is *progress in meaningful work*.«



TERESA M. AMABILE
THE PROGRESS PRINCIPLE (2012: 76)

»Truly effective video game designers know how to create a sense of progress for players within all stages of the game. Truly effective managers know how to do the same for their subordinates.«



TERESA M. AMABILE
THE PROGRESS PRINCIPLE (2012: 88)

»Fun is just another word for learning.«



RAPH KOSTER
A THEORY OF FUN FOR GAME DESIGN (2005)

»Fun from games arises out of mastery. It arises out of comprehension. It is the act of solving puzzles that makes games fun.«



RAPH KOSTER
A THEORY OF FUN FOR GAME DESIGN (2005)


FLIGHT of the CONCHORDS
Nintendo



»An understanding of human motivation requires a consideration of innate psychological needs for *competence*, *autonomy*, and *relatedness*.«



EDWARD DECI, RICHARD RYAN

THE WHAT AND WHY OF GOAL PURSUIT (2000)

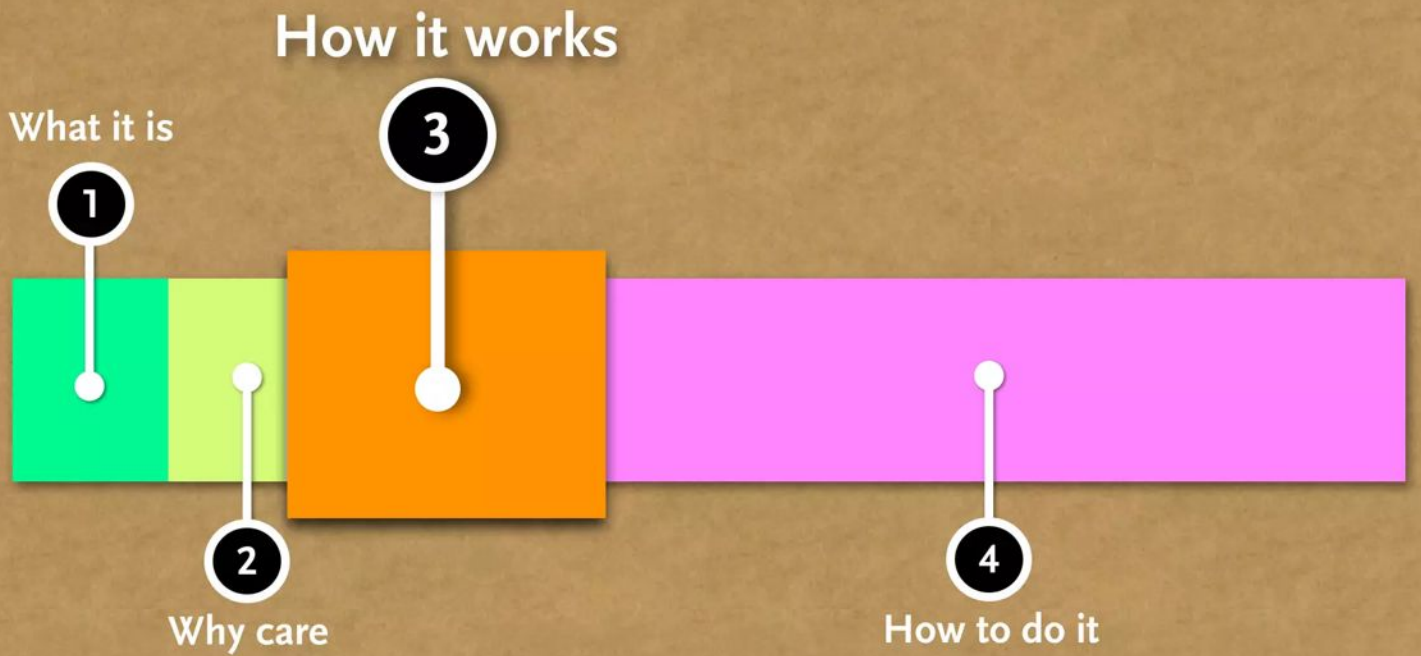
~~INSIDE <> OUTSIDE OF YOU~~

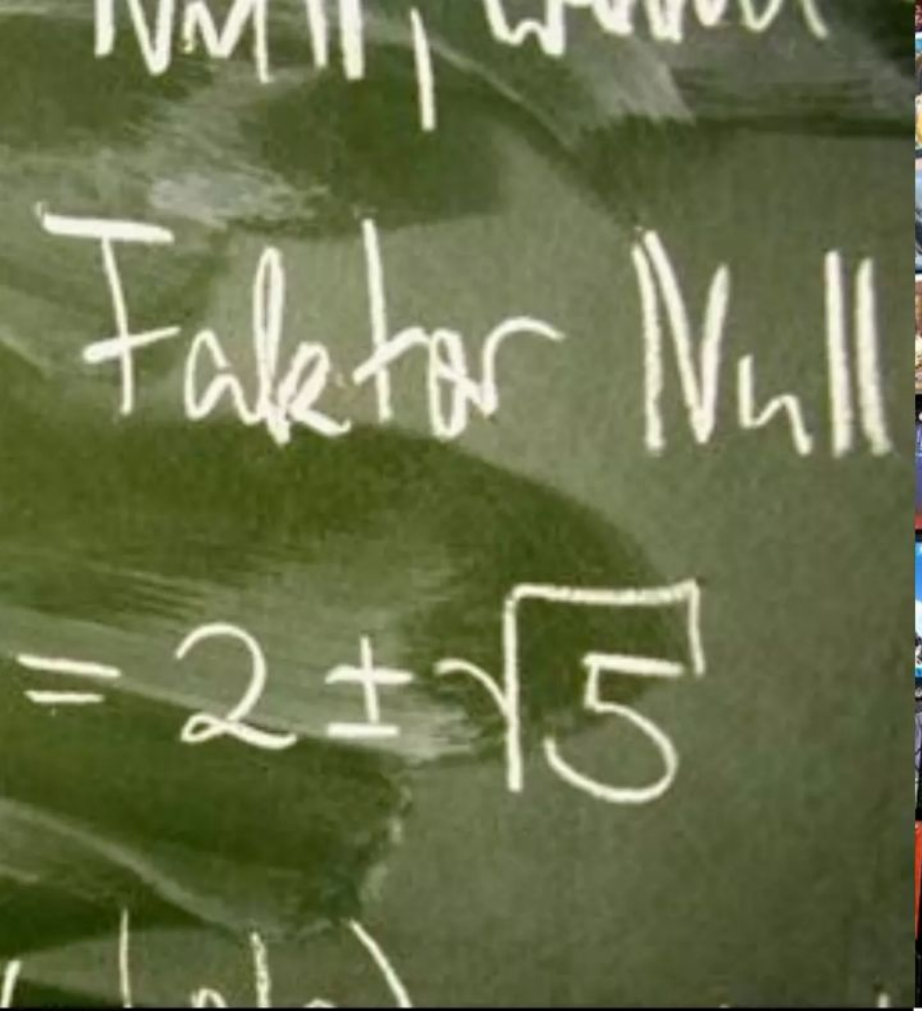
“WANT TO” <> “HAVE TO”



Edward Deci & Richard Ryan (2002), *The »What« and »Why« of Goal Pursuits*

http://www.flickr.com/photos/pensiero/95412049


How it works
What it is
1
3
2
Why care
4
How to do it



NOT FUN



FUN





»Fun is just another word for learning.«

through interesting challenges



RAPH KOSTER

A THEORY OF FUN FOR GAME DESIGN (2005)



GOALS ...


The Royal and Ancient
Golf Club of St. Andrews
RULES
OF GOLF
Including the Rules of Amateur Status
EFFECTIVE 1st JANUAR 1996

+ RULES ...



CONSTRAIN ACTIONS & RESOURCES ...



= INTERESTING CHALLENGES

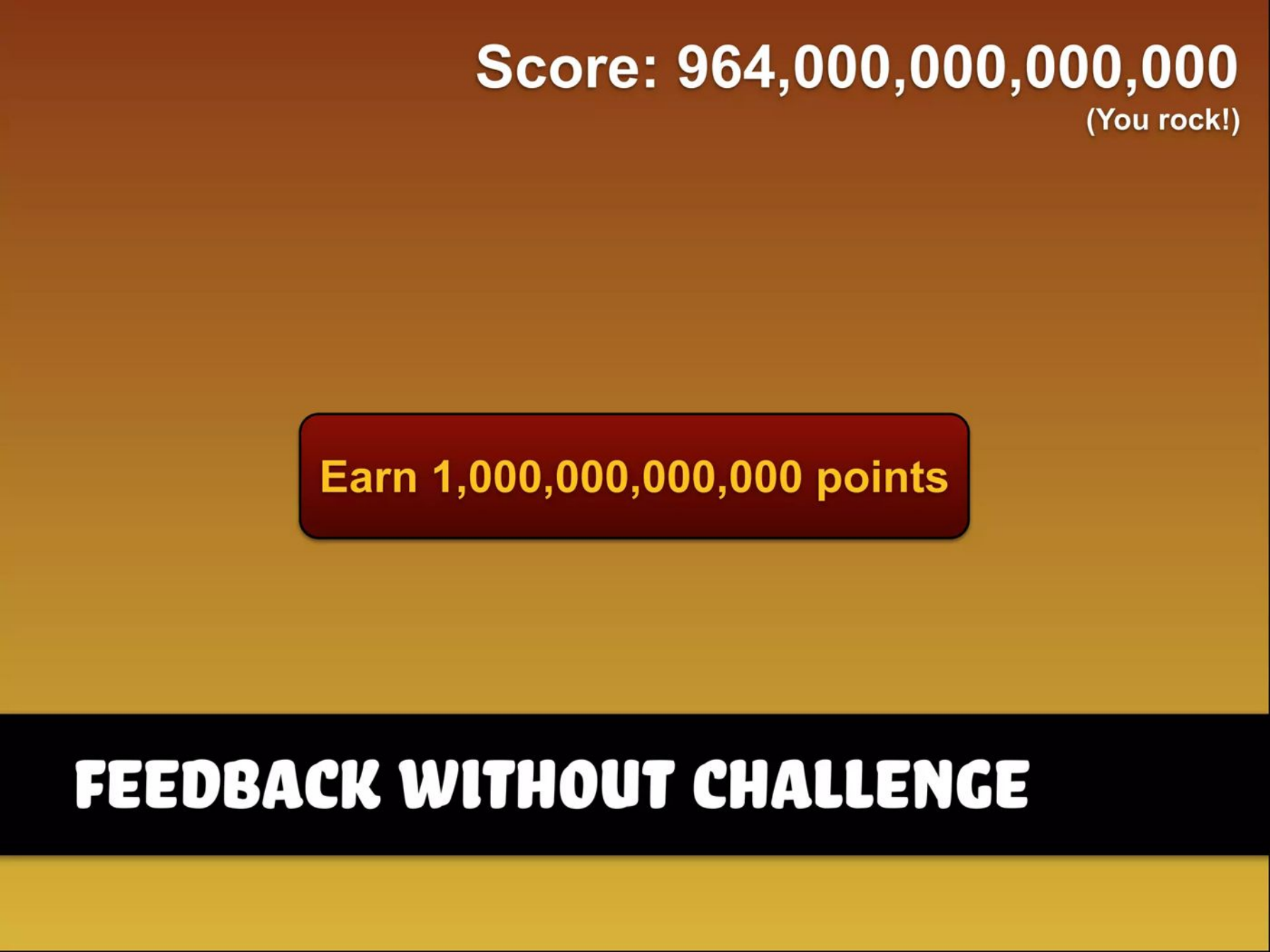


+ FEEDBACK ...

http://www.flickr.com/photos/bodgerbrooks/1315419080



= EXPERIENCES OF COMPETENCE


Score: 964,000,000,000,000
(You rock!)
Earn 1,000,000,000,000 points
FEEDBACK WITHOUT CHALLENGE

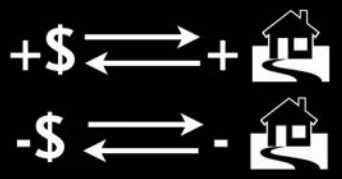
The engagement loop

Mechanics → Dynamics → Aesthetics



HUNICKE, LEBLANC & ZUBEK

MDA: A FORMAL APPROACH TO GAME DESIGN (2004)

MECHANIC	DYNAMIC	AESTHETIC
	Slow poverty gap	Frustrating end game

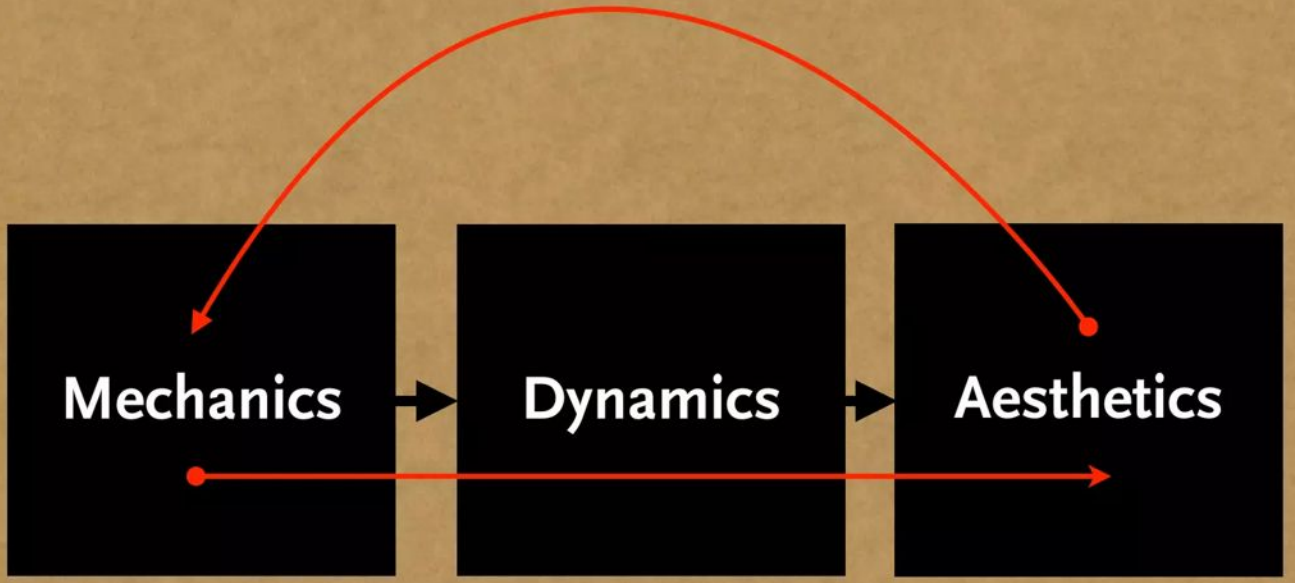
MONOPOLY





HOW THE USER EXPERIENCES IT





HOW THE DESIGNER CREATES IT

Action



Goal: Understand the MDA structure of a game

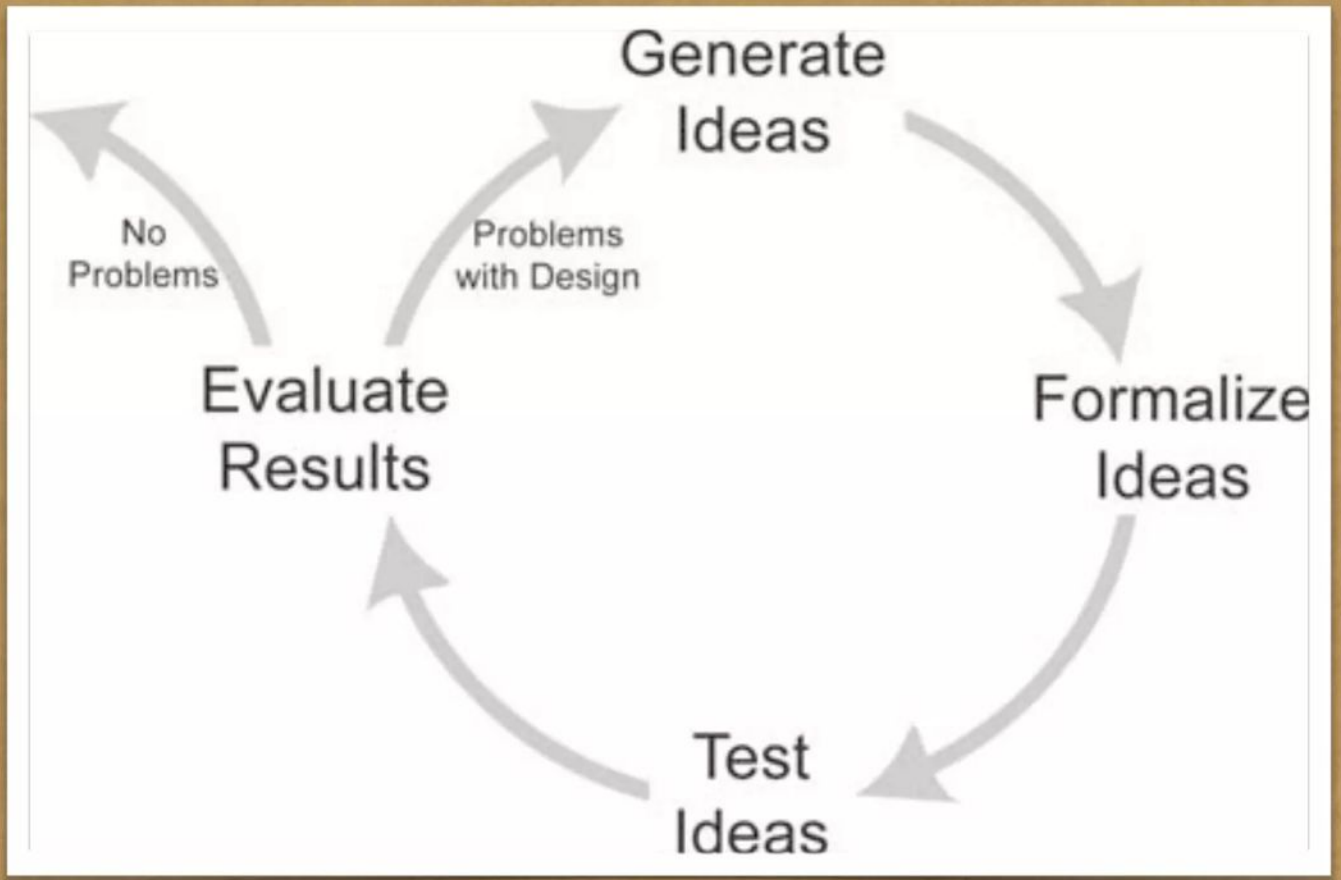
1. Find a partner next to you, introduce yourself :)

2. Pick a game you both like (Poker, Scrabble, Twister, Sim City, Settlers of Catan: everything goes).

3. Pick one specific fun moment you experience playing the game.

4. Discuss: What mechanics (goals, rules, actions, feedback) and dynamics enable this dynamic?

WHAT DID YOU OBSERVE?



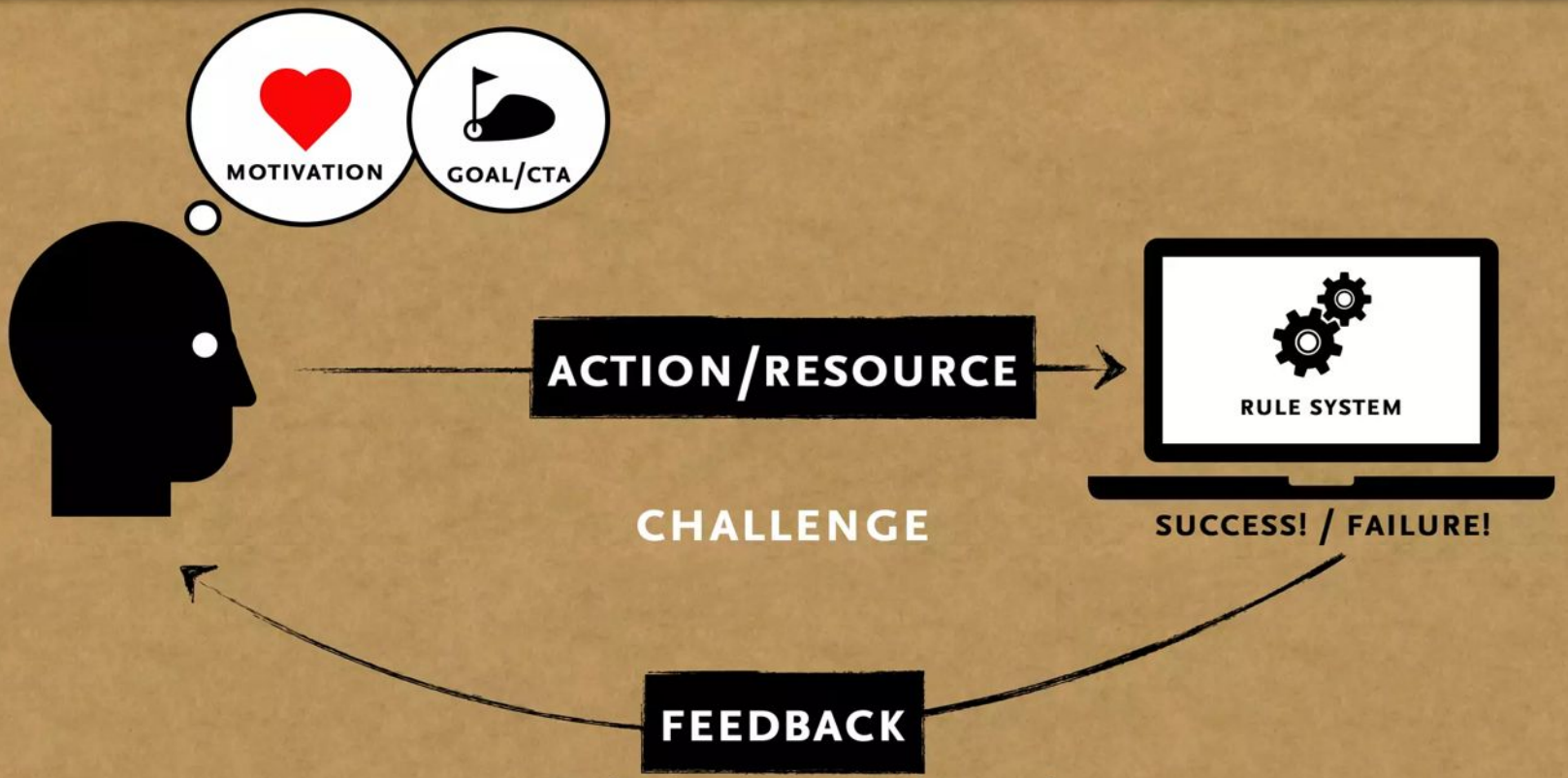
EXPERIENTIAL PROTOTYPING*

* aka “Iterate until fun”

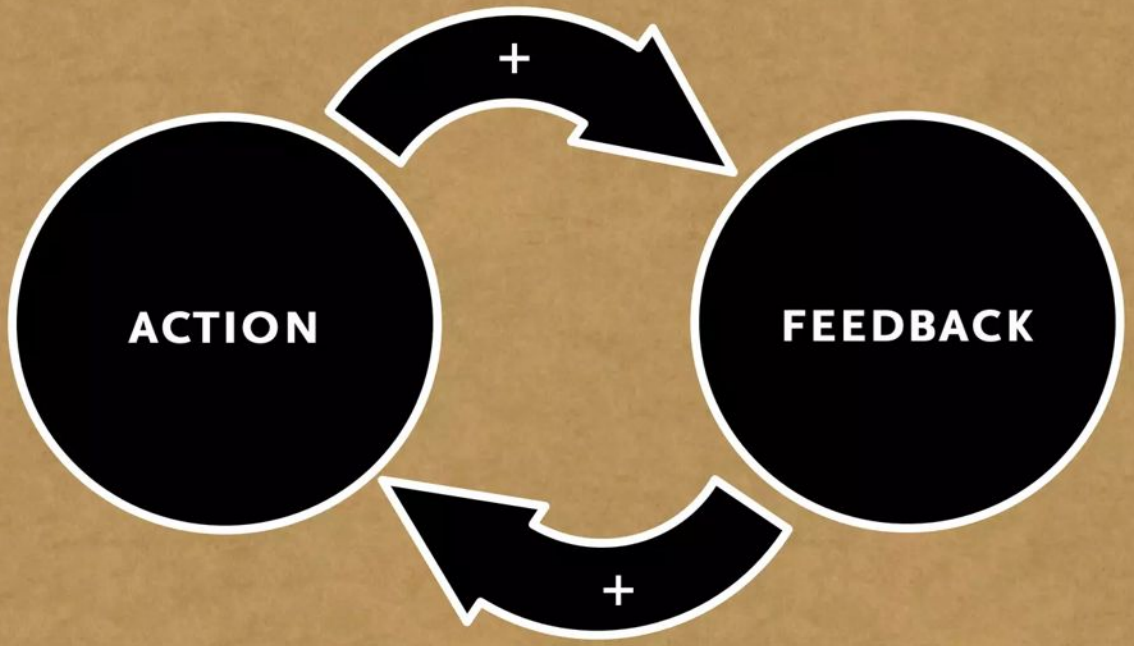


IT'S LOOPS ALL THE WAY DOWN

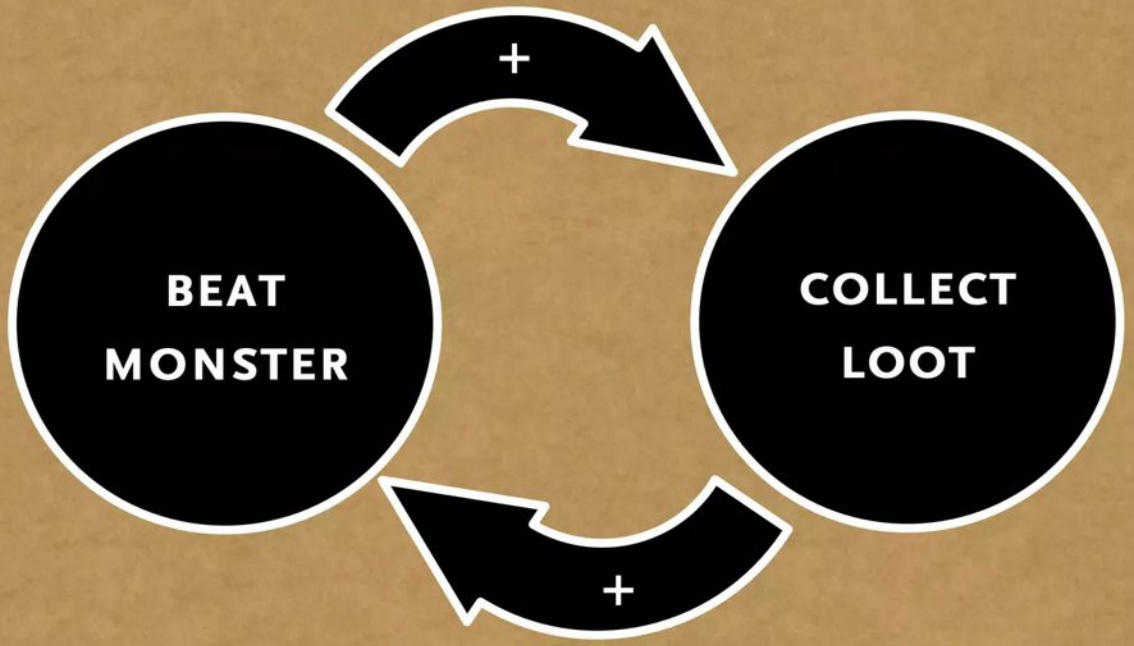
ENGAGEMENT LOOP



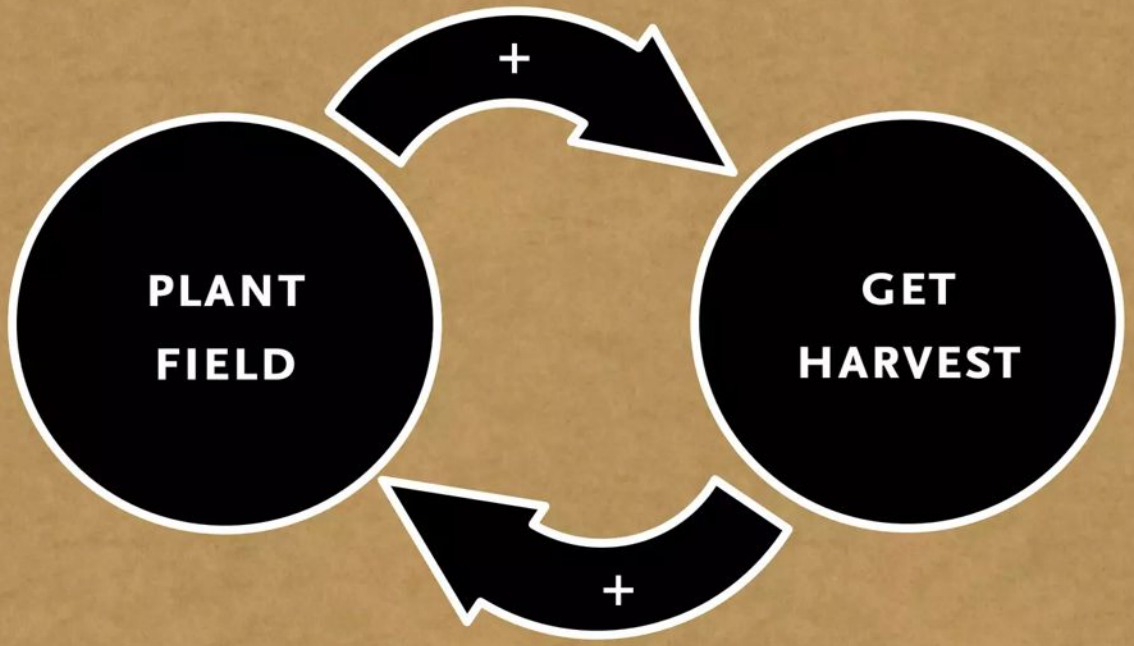
+ Motivation: I want to do more!
+ Ability (Resource, skill): I can do more!
+ Goal/CTA: There's more to do!



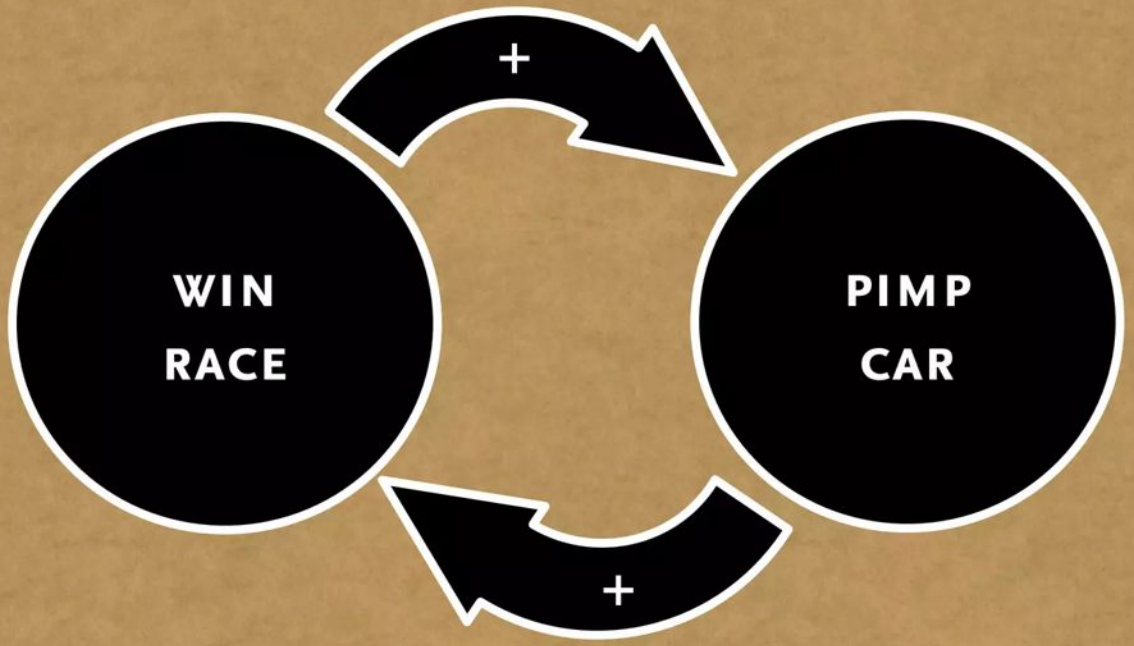
TIGHT POSITIVE FEEDBACK LOOPS



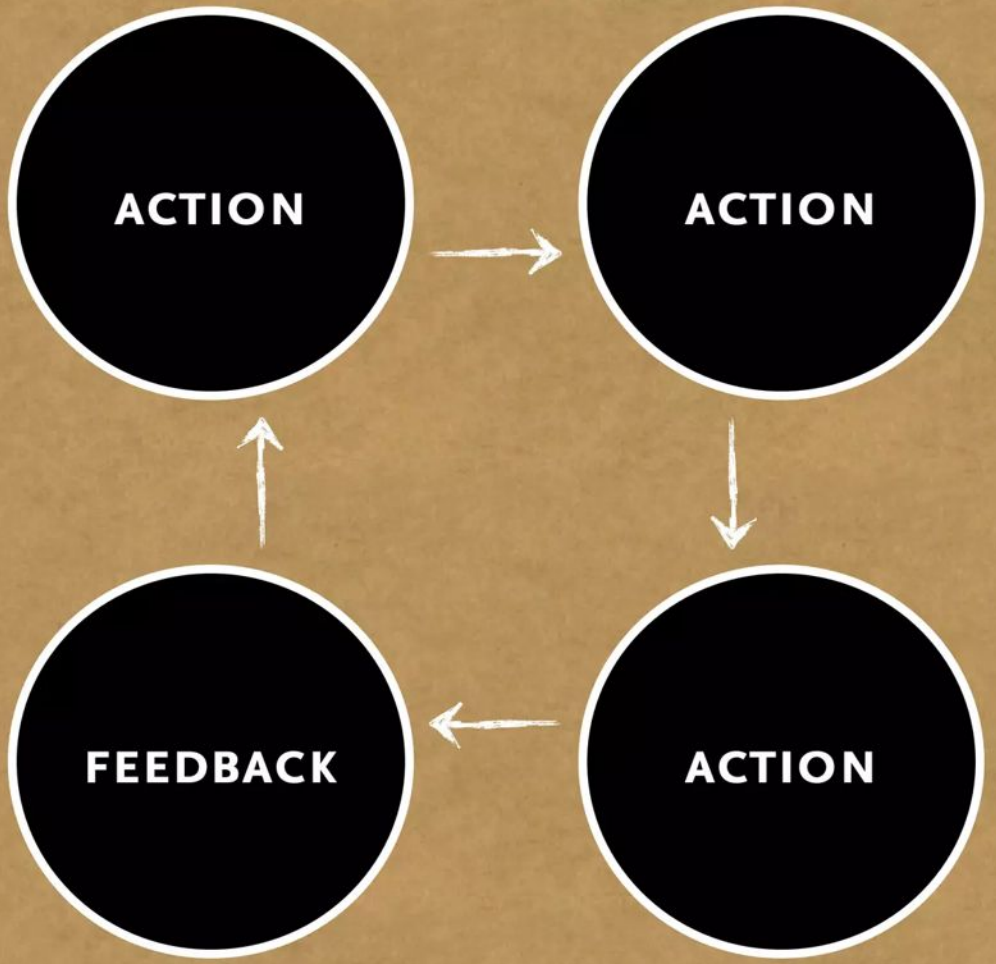
WORLD OF WARCRAFT



FARMVILLE

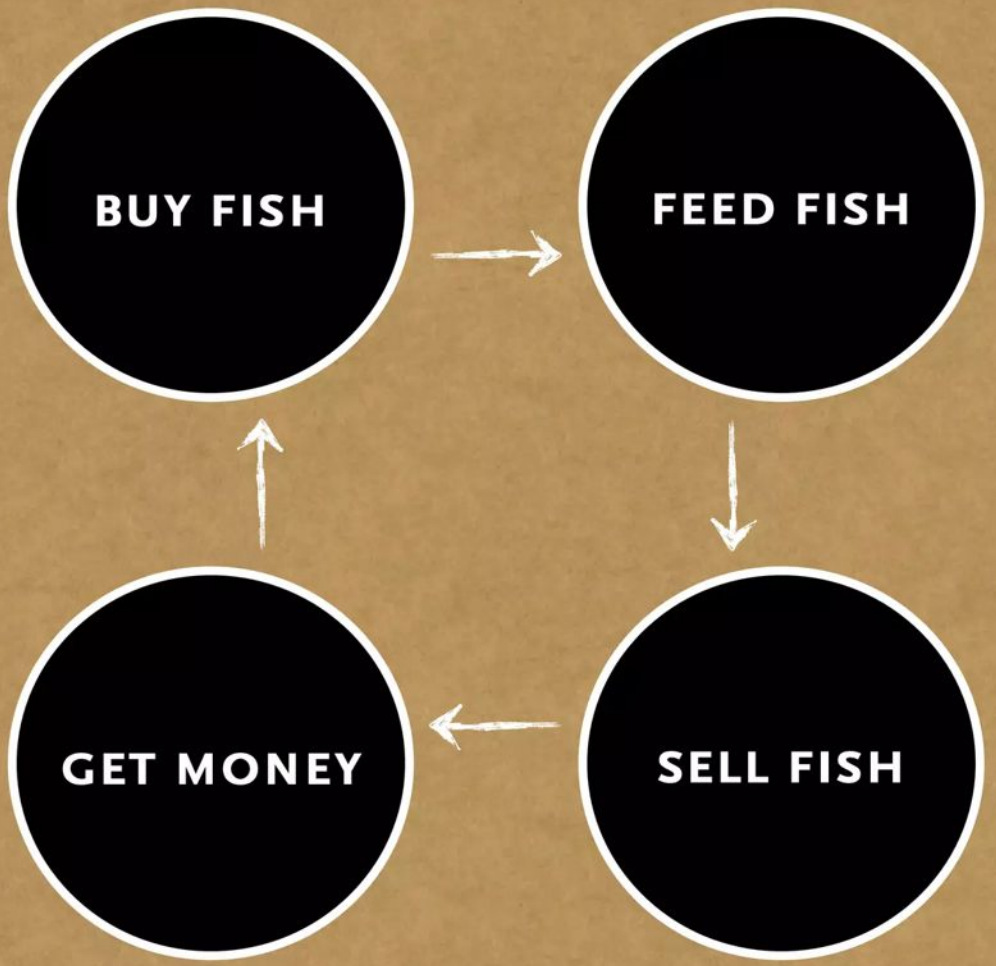


EVERY RACING GAME



LOOPS CAN BE MULTI-STEP


177,084
323859
25
Calin's Tank
1
My Tanks (3)
Invite Friend!
Iusan
2
Smaran
2
Ana
11
Dori
11
Angie
12
Shannon
17
FOOD
Store
15


BUY FISH
FEED FISH
SELL FISH
GET MONEY


MagicLand™
BETA
LOOPS ARE INTERLINKED


Magic Land
BETA
wooga
5
681
636
More in 2:20
9
1951
22
Add friend
Thorbjörn
24
5
Barbara
27
4
Sako
27
3
John
28
2
Sascha
33
1
King
50
Shop



Online at
Slides: j.mp/1hEVOfl
Video: j.mp/1hEVT38

wooga

ADVENTURE GAME



CITY GAME



WHACK NPC/OBJECT

MORE SPACE/ ITEMS

BUY HOUSE

PLACE & BUILD HOUSE

OPTIMAL PLACING

WAIT INCOME

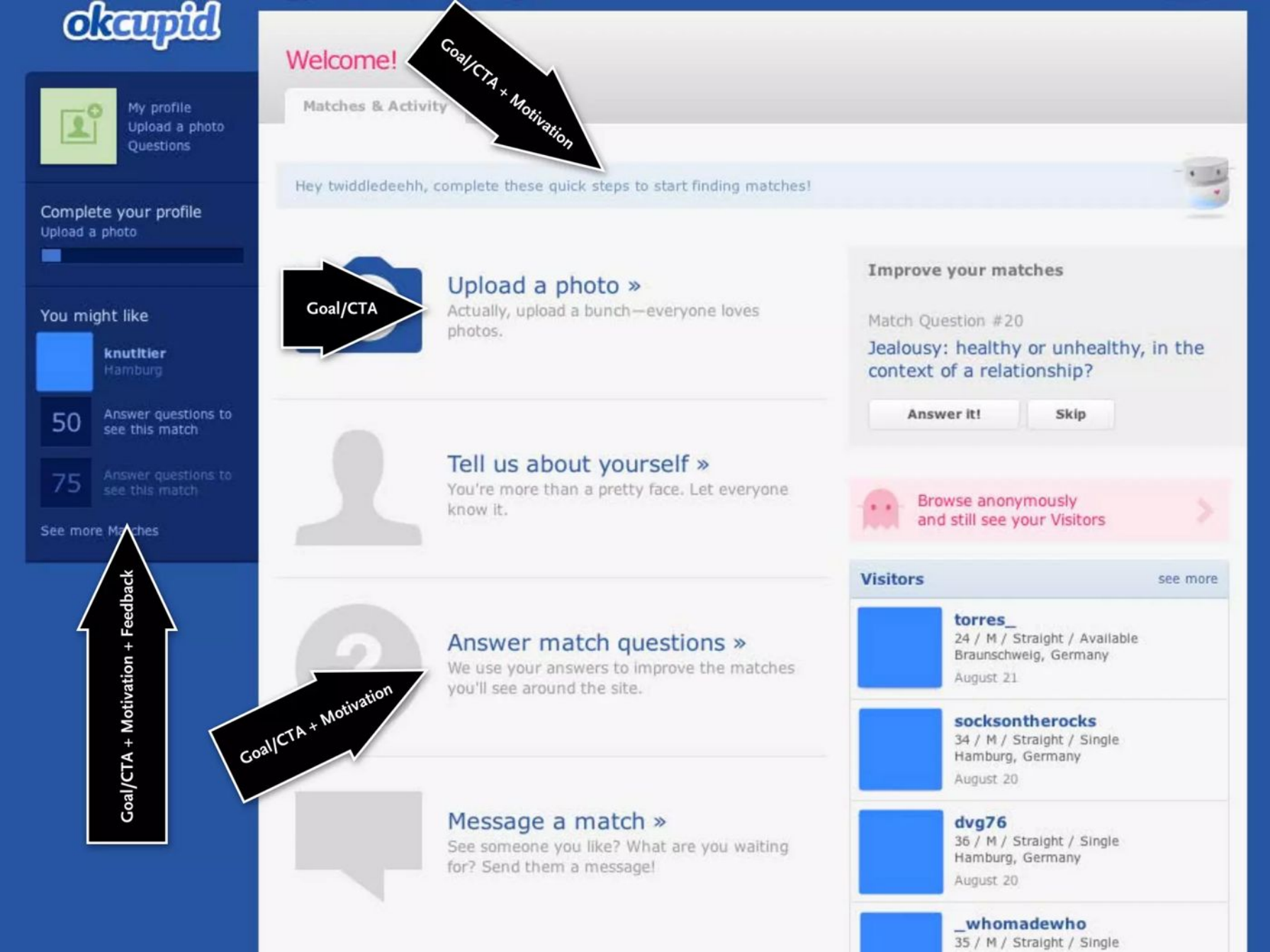
COLLECT INCOME

BUY MAP

UN-FOG

OPTIMAL

AND NOW ...
BEYOND GAMES


okcupid
My profile
Upload a photo
Questions
Complete your profile
Upload a photo
You might like
knutltier
Hamburg
50
Answer questions to see this match
75
Answer questions to see this match
See more Matches
Goal/CTA + Motivation + Feedback
Welcome!
Goal/CTA + Motivation
Matches & Activity
Hey twiddledeehh, complete these quick steps to start finding matches!
Goal/CTA
Upload a photo »
Actually, upload a bunch—everyone loves photos.
Tell us about yourself »
You're more than a pretty face. Let everyone know it.
Goal/CTA + Motivation
Answer match questions »
We use your answers to improve the matches you'll see around the site.
Message a match »
See someone you like? What are you waiting for? Send them a message!
Improve your matches
Match Question #20
Jealousy: healthy or unhealthy, in the context of a relationship?
Answer it!
Skip
Browse anonymously and still see your Visitors
Visitors
see more
torres_
24 / M / Straight / Available
Braunschweig, Germany
August 21
socksontherocks
34 / M / Straight / Single
Hamburg, Germany
August 20
dvg76
36 / M / Straight / Single
Hamburg, Germany
August 20
_whomadewho
35 / M / Straight / Single

Upload a photo

twiddledeehh

34 / F / Straight / Single
Hamburg, Germany

Facebook
Twitter

About | Questions

Would you prefer good things happened, or interesting things? New

- ○ Good
- ○ Interesting

Answer I'll accept...

- ☐ Good
- ☐ Interesting

This question is...

- ◉ Irrelevant
- ○ A little important
- ○ Somewhat important
- ○ Very important
- ○ Mandatory

☐ Answer this question privately.

Explain your answer *(optional)*

Submit | Skip

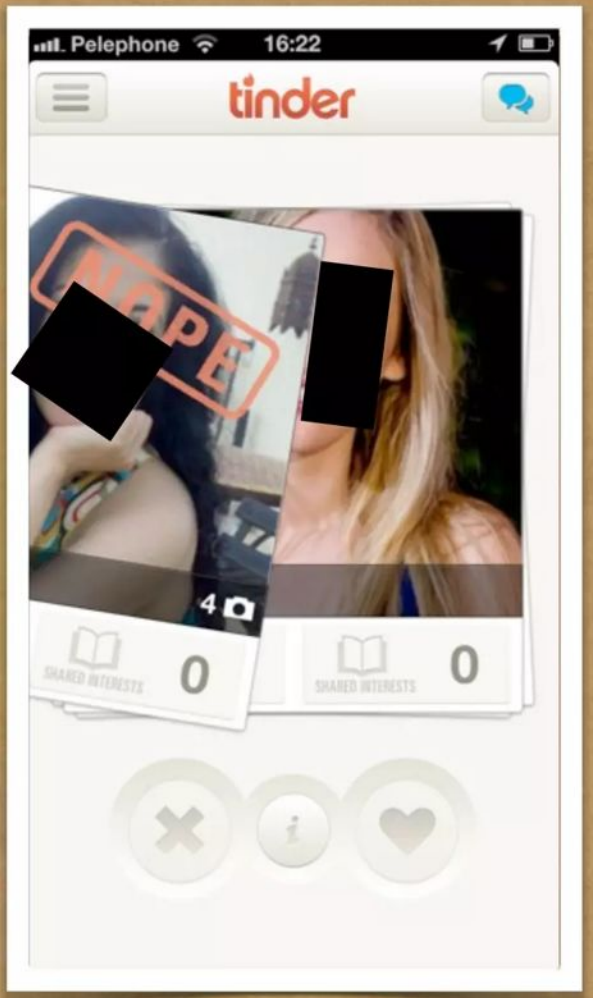
Highest possible score:
95% match

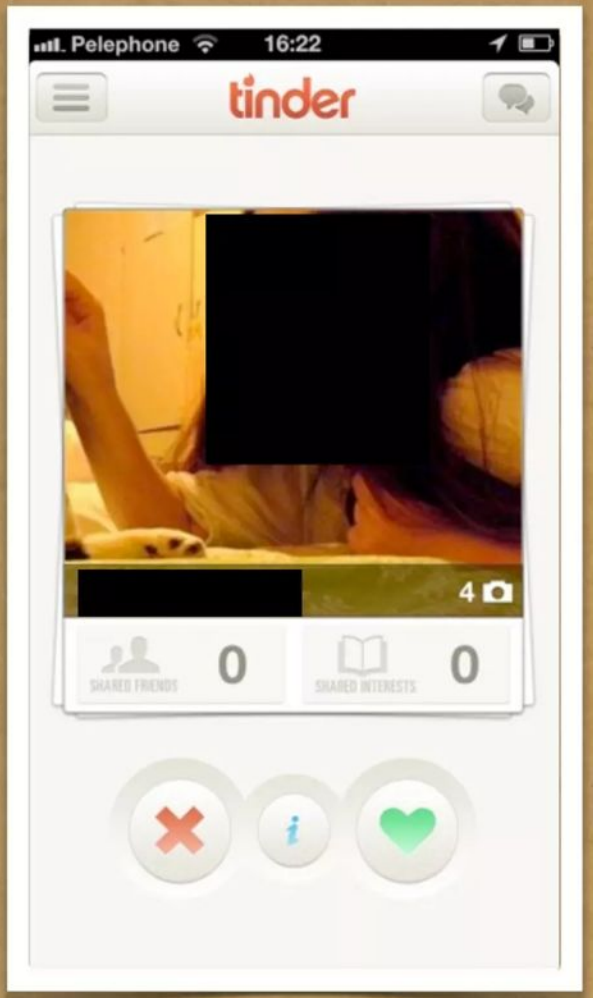
You've answered:
20 questions

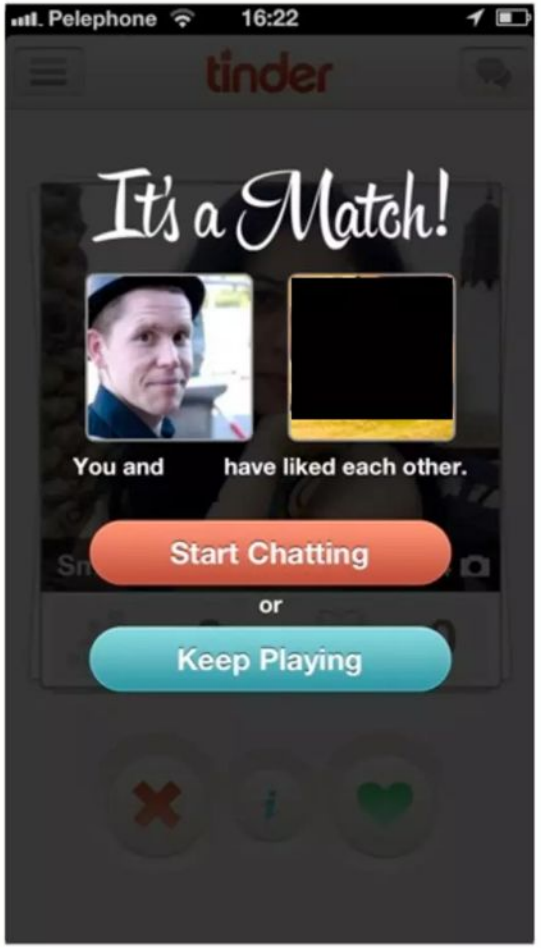
You've publicly answered:
20 questions

Show questions

- **Answered recently**
- Answered in ancient times
- Answered publicly
- Answered privately
- Mandatory
- Very important
- Somewhat important
- A little important
- Irrelevant
- Skipped
- With explanations


Pelephone
16:22
tinder
NAPE
4
SHARED INTERESTS
0
SHARED INTERESTS
0


Pelephone
16:22
tinder
4
SHARED FRIENDS
0
SHARED INTERESTS
0


Pelephone
16:22
tinder
It's a Match!
You and
have liked each other.
Start Chatting
or
Keep Playing



ALSO WORKS VIRALLY ...

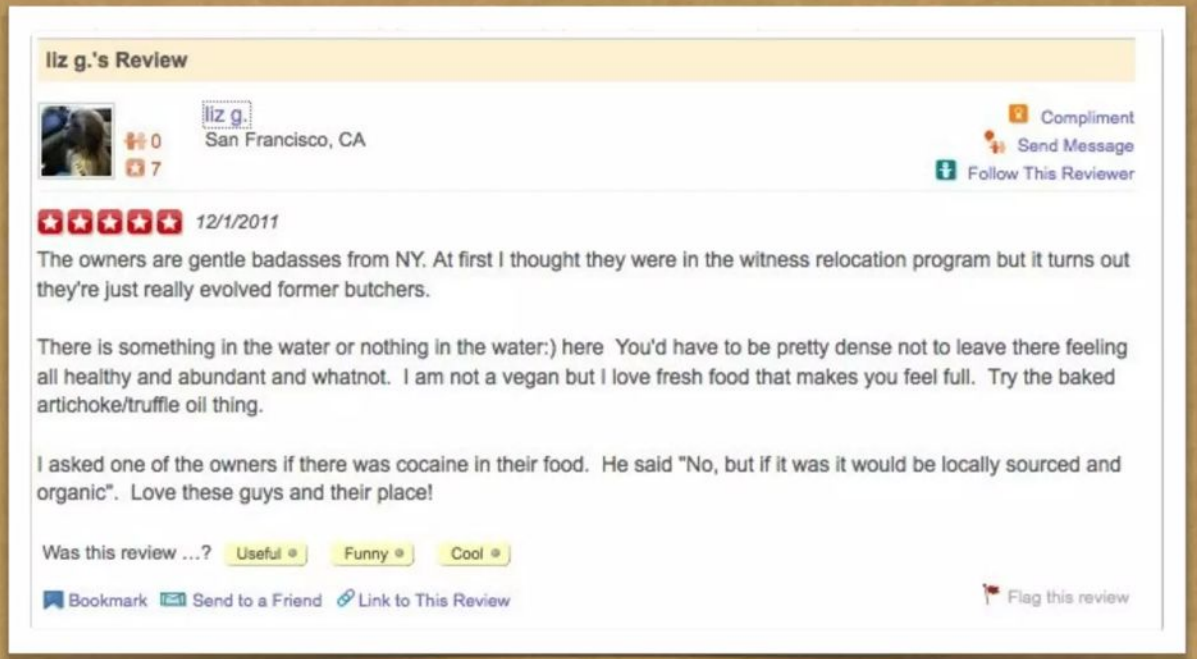




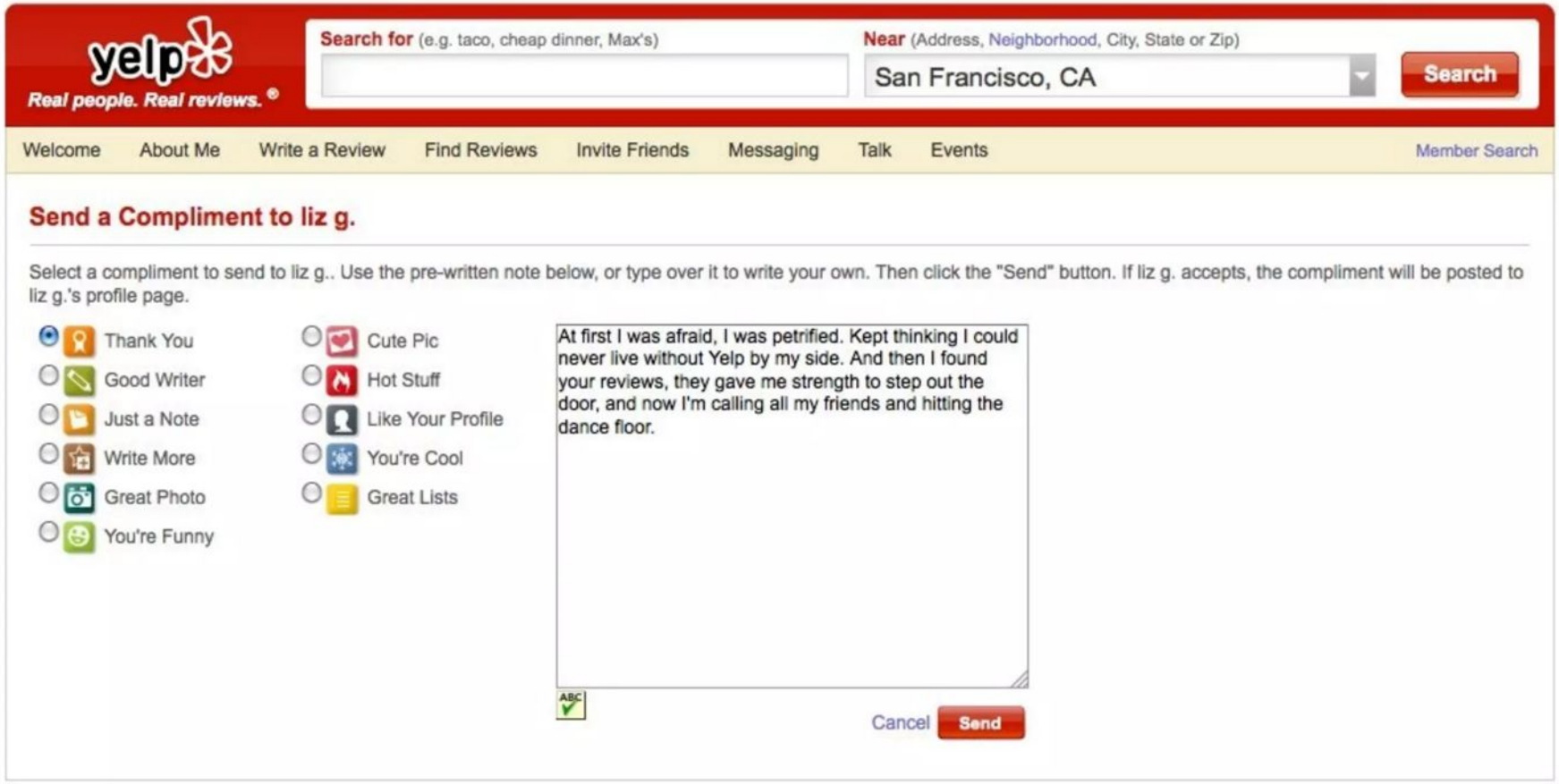
FARMVILLE GIFTING

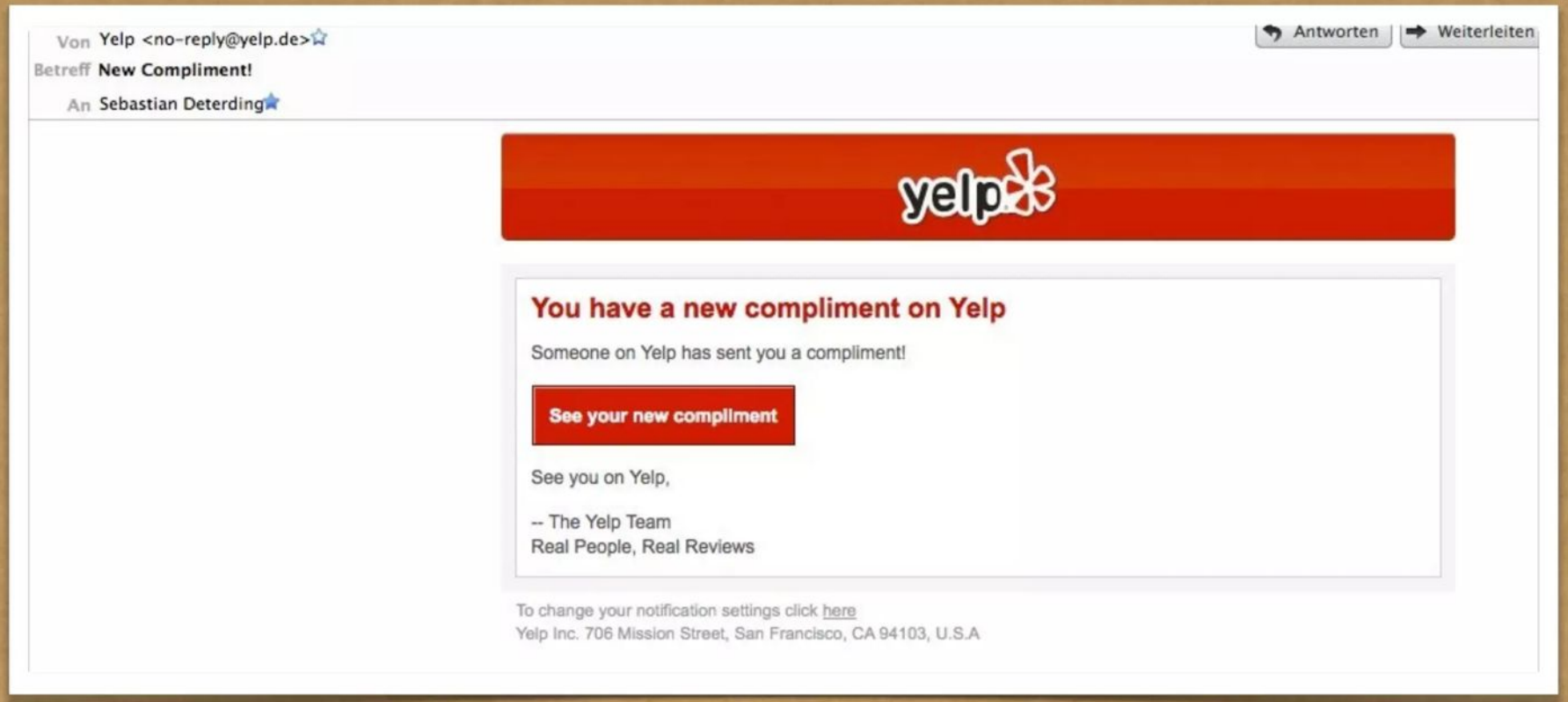


FOURSQUARE MAYORSHIPS



YELP! COMPLIMENTS


yelp
Real people. Real reviews.
Search for (e.g. taco, cheap dinner, Max's)
Near (Address, Neighborhood, City, State or Zip)
San Francisco, CA
Search
Welcome
About Me
Write a Review
Find Reviews
Invite Friends
Messaging
Talk
Events
Member Search
Send a Compliment to liz g.
Select a compliment to send to liz g.. Use the pre-written note below, or type over it to write your own. Then click the "Send" button. If liz g. accepts, the compliment will be posted to liz g.'s profile page.
Thank You
Good Writer
Just a Note
Write More
Great Photo
You're Funny
Cute Pic
Hot Stuff
Like Your Profile
You're Cool
Great Lists
At first I was afraid, I was petrified. Kept thinking I could never live without Yelp by my side. And then I found your reviews, they gave me strength to step out the door, and now I'm calling all my friends and hitting the dance floor.
Cancel
Send


Von Yelp <no-reply@yelp.de>
Betreff New Compliment!
An Sebastian Deterding
Antworten Weiterleiten
yelp
You have a new compliment on Yelp
Someone on Yelp has sent you a compliment!
See your new compliment
See you on Yelp,
-- The Yelp Team
Real People, Real Reviews
To change your notification settings click here
Yelp Inc. 706 Mission Street, San Francisco, CA 94103, U.S.A

yelp

Search for (e.g. taco, cheap dinner, Max's)

Near (Address, Neighborhood, City, State or Zip)

San Francisco, CA

Search

Welcome | About Me | Write a Review | Find Reviews | Invite Friends | Messaging | Talk | Events | Member Search

Profile Home | Lists | Reviews | Compliments | Friends | Following | Bookmarks | Events

Sebastian "Mechanicus" D.'s Profile [Edit nickname]

http://yourname.yelp.de Get your own URL »



"Interested in all things game"

0 Friends
0 Reviews

Add More Photos

Location Edit
Hamburg

Yelping Since
October 2011

Approve Your Compliments

Congratulations! You have received the following compliments from other Yelp members.

You're Cool *12/1/2011*

New!



Elite '11
105
154

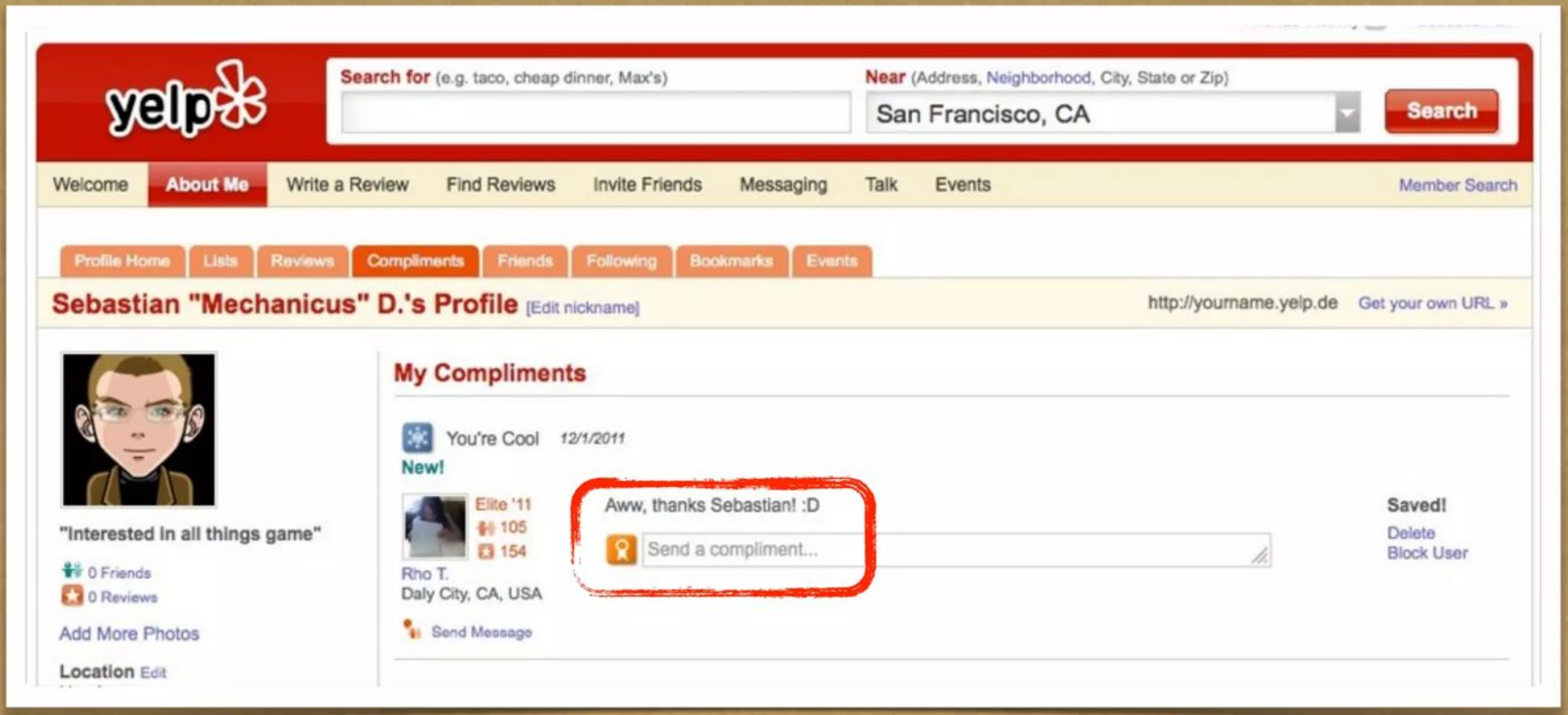
Rho T.
Daly City, CA, USA

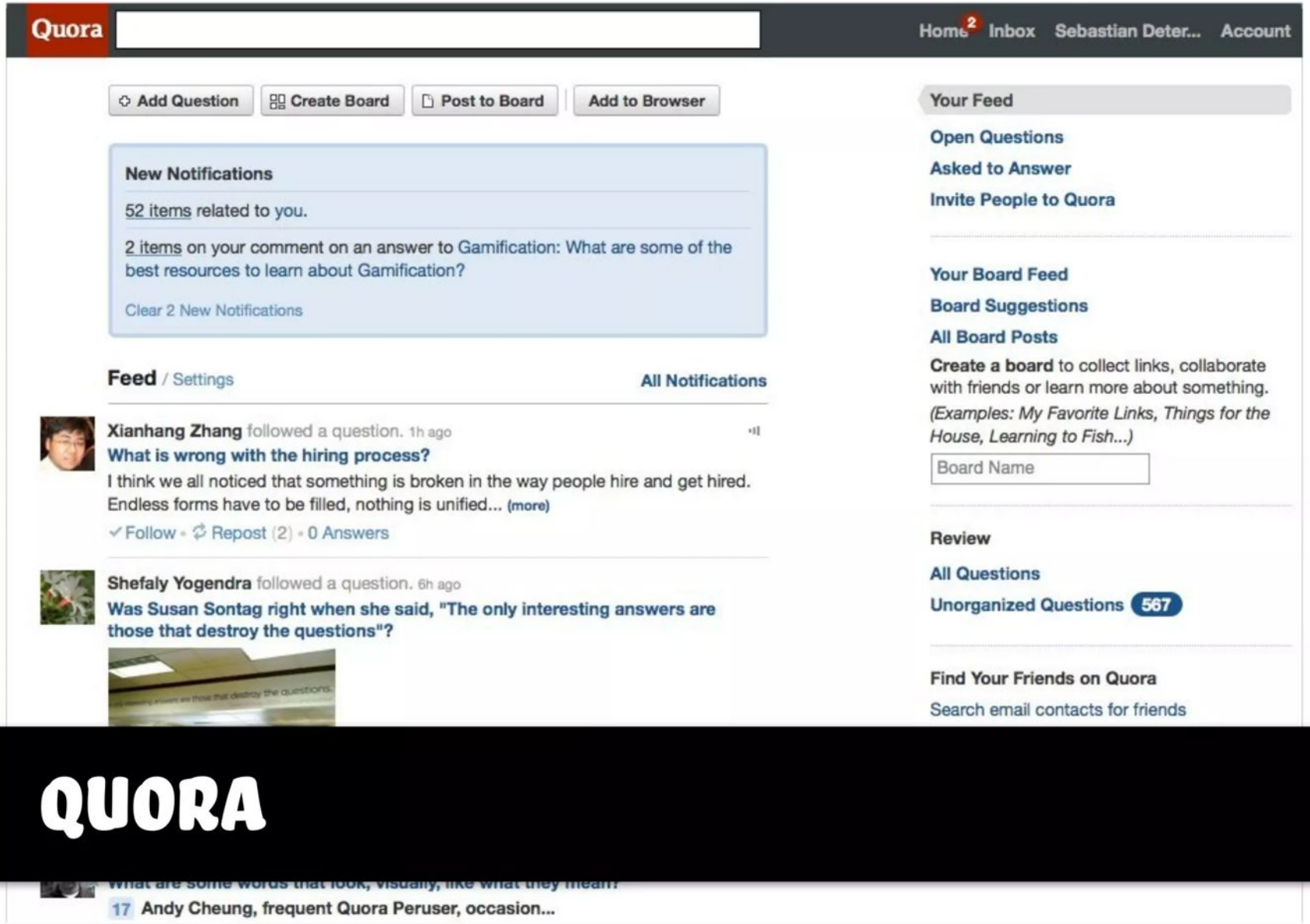
Aww, thanks Sebastian! :D

Approve
Delete
Block User

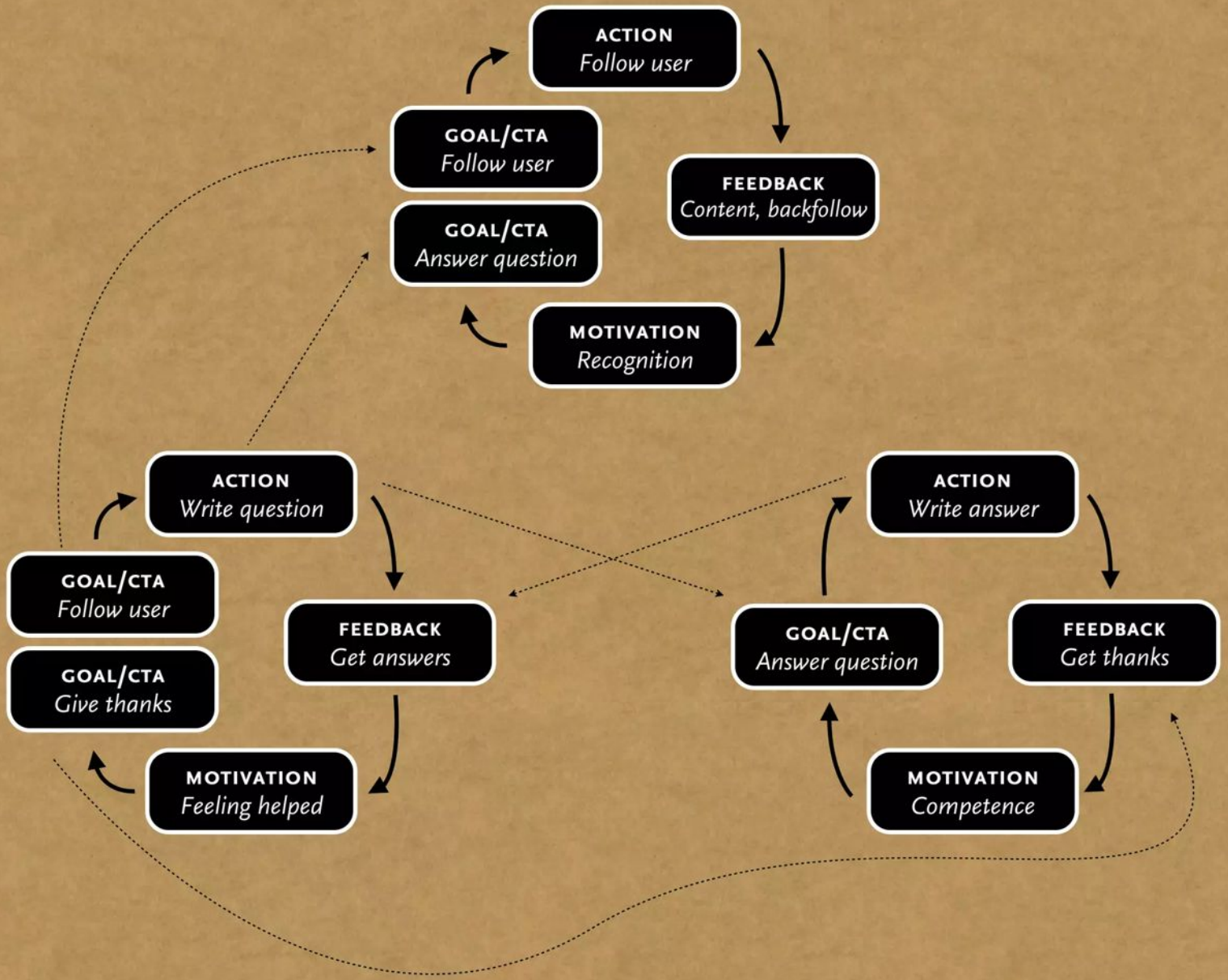
Send Message

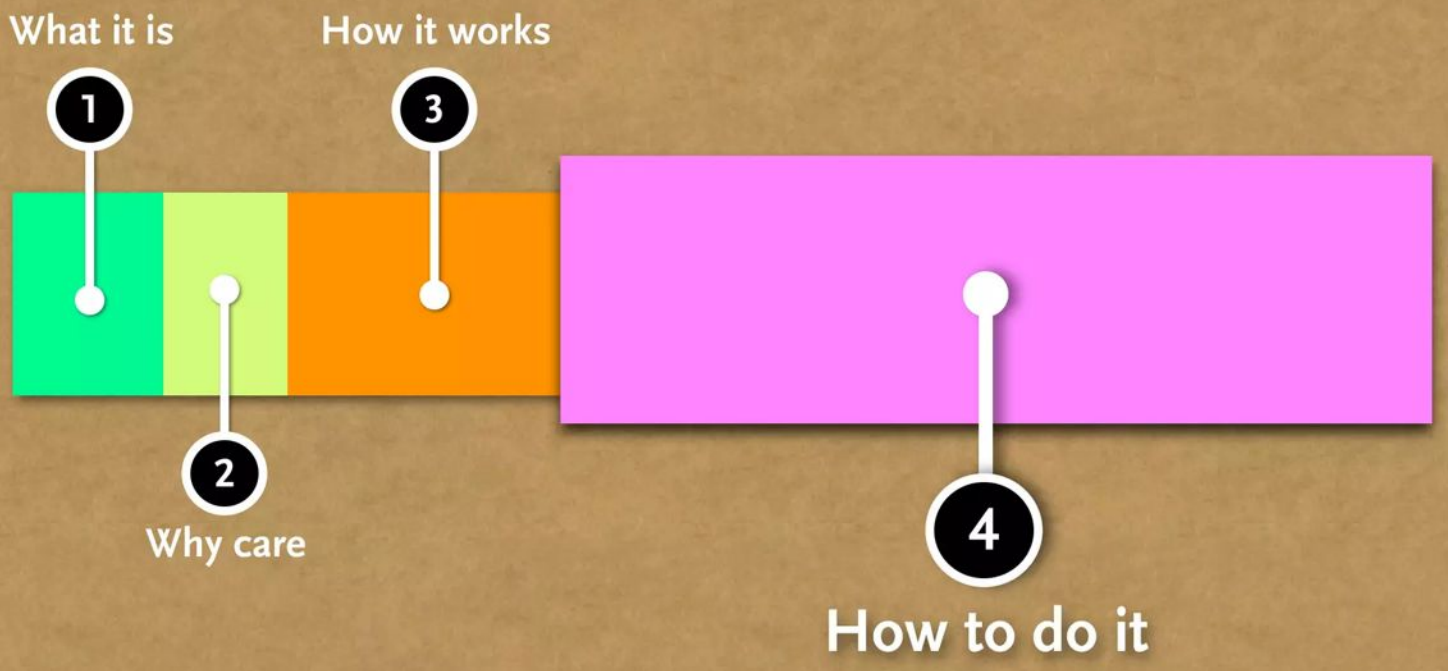
My Compliments


yelp
Search for (e.g. taco, cheap dinner, Max's)
Near (Address, Neighborhood, City, State or Zip)
San Francisco, CA
Search
Welcome
About Me
Write a Review
Find Reviews
Invite Friends
Messaging
Talk
Events
Member Search
Profile Home
Lists
Reviews
Compliments
Friends
Following
Bookmarks
Events
Sebastian "Mechanicus" D.'s Profile [Edit nickname]
http://yourname.yelp.de
Get your own URL »
"Interested in all things game"
0 Friends
0 Reviews
Add More Photos
Location Edit
My Compliments
You're Cool 12/1/2011
New!
Elite '11
105
154
Rho T.
Daly City, CA, USA
Send Message
Aww, thanks Sebastian! :D
Send a compliment...
Saved!
Delete
Block User

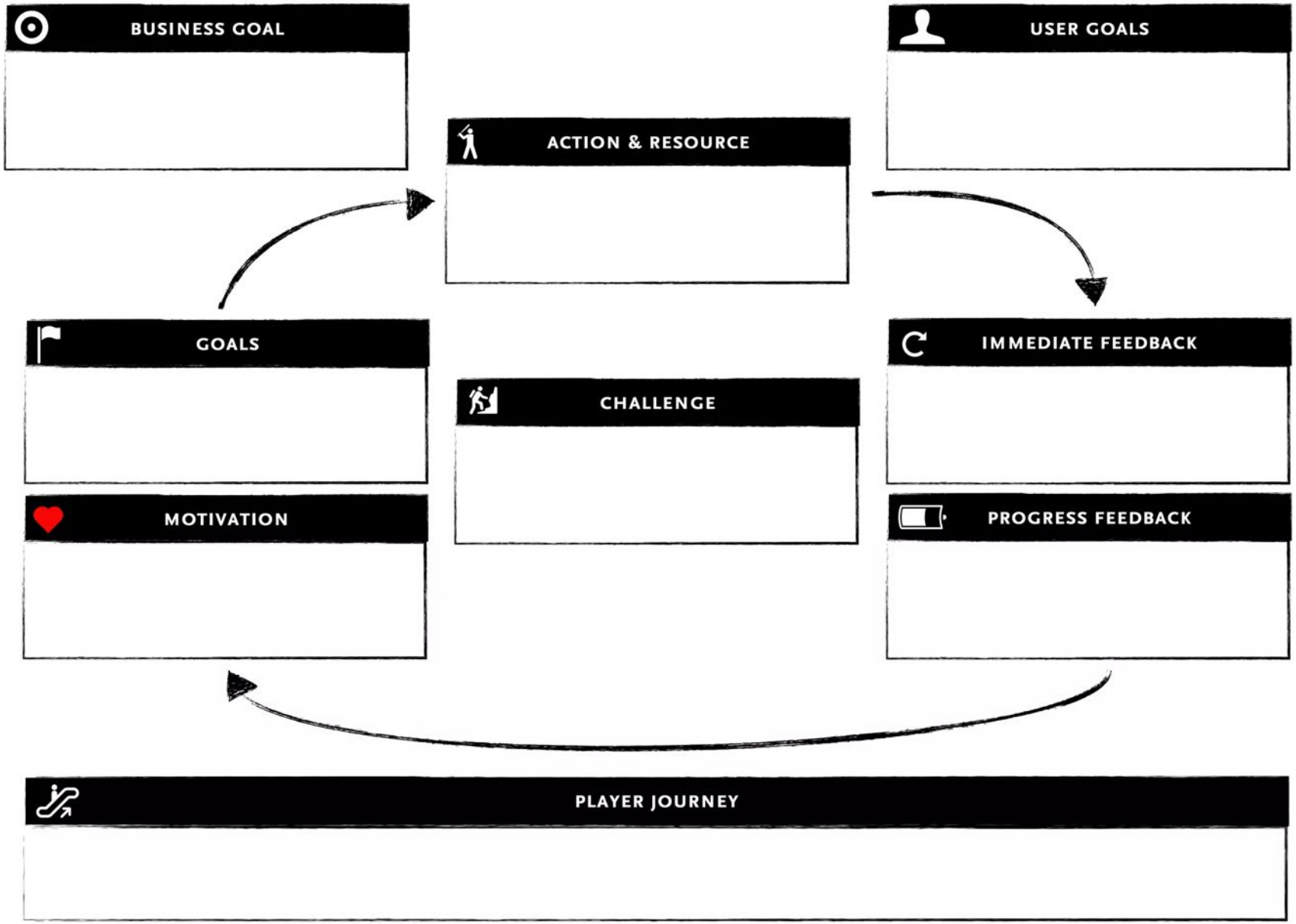

Quora
Home 2
Inbox
Sebastian Deter...
Account
Add Question
Create Board
Post to Board
Add to Browser
New Notifications
52 items related to you.
2 items on your comment on an answer to Gamification: What are some of the best resources to learn about Gamification?
Clear 2 New Notifications
Feed / Settings
All Notifications
Xianhang Zhang followed a question. 1h ago
What is wrong with the hiring process?
I think we all noticed that something is broken in the way people hire and get hired. Endless forms have to be filled, nothing is unified... (more)
Follow • Repost (2) • 0 Answers
Shefaly Yogendra followed a question. 6h ago
Was Susan Sontag right when she said, "The only interesting answers are those that destroy the questions"?
17 Andy Cheung, frequent Quora Peruser, occasion...
Your Feed
Open Questions
Asked to Answer
Invite People to Quora
Your Board Feed
Board Suggestions
All Board Posts
Create a board to collect links, collaborate with friends or learn more about something.
(Examples: My Favorite Links, Things for the House, Learning to Fish...)
Board Name
Review
All Questions
Unorganized Questions 567
Find Your Friends on Quora
Search email contacts for friends

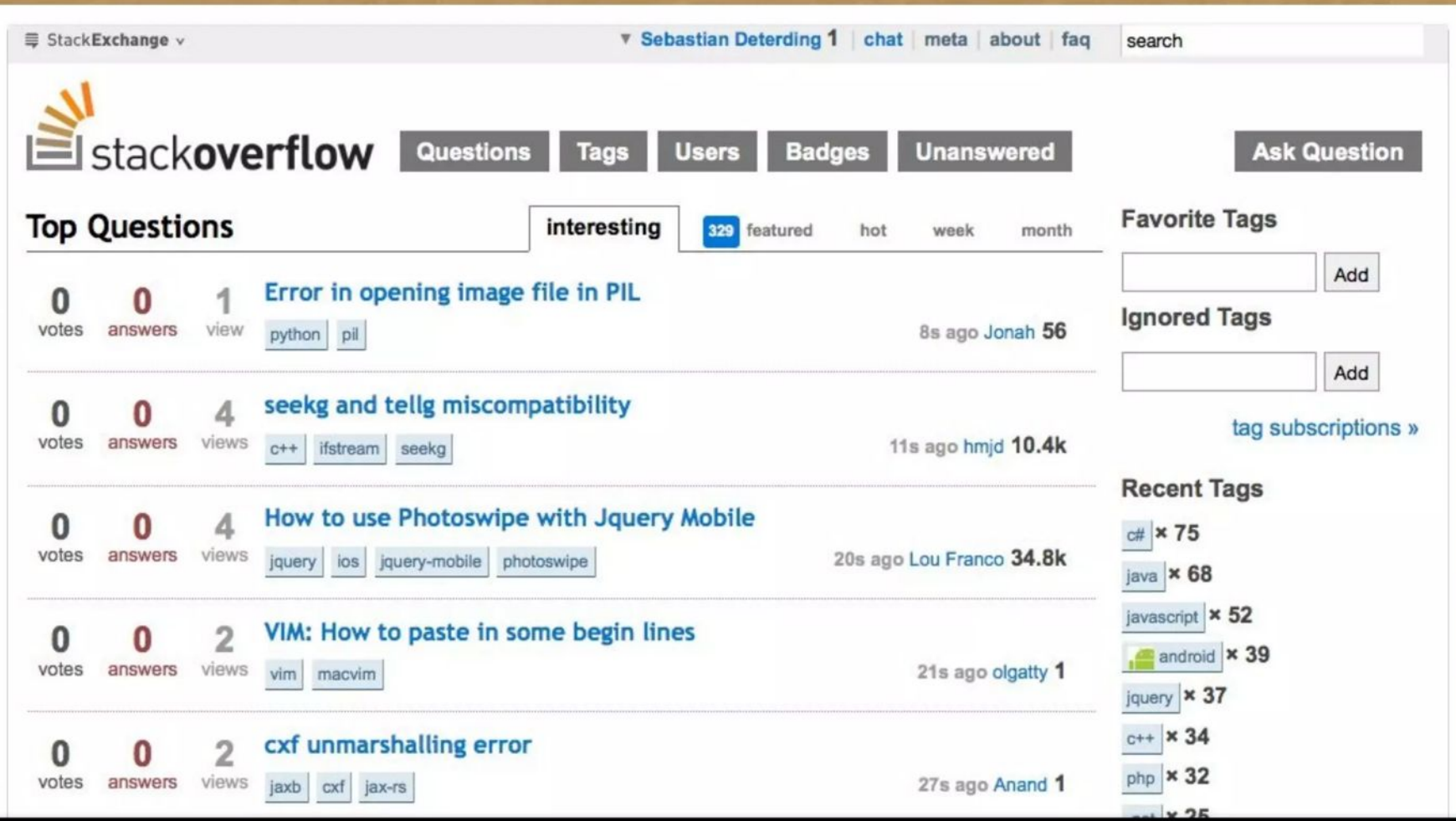
QUORA


ACTION
Follow user
GOAL/CTA
Follow user
FEEDBACK
Content, backfollow
GOAL/CTA
Answer question
MOTIVATION
Recognition
ACTION
Write question
GOAL/CTA
Follow user
GOAL/CTA
Give thanks
FEEDBACK
Get answers
MOTIVATION
Feeling helped
ACTION
Write answer
GOAL/CTA
Answer question
FEEDBACK
Get thanks
MOTIVATION
Competence

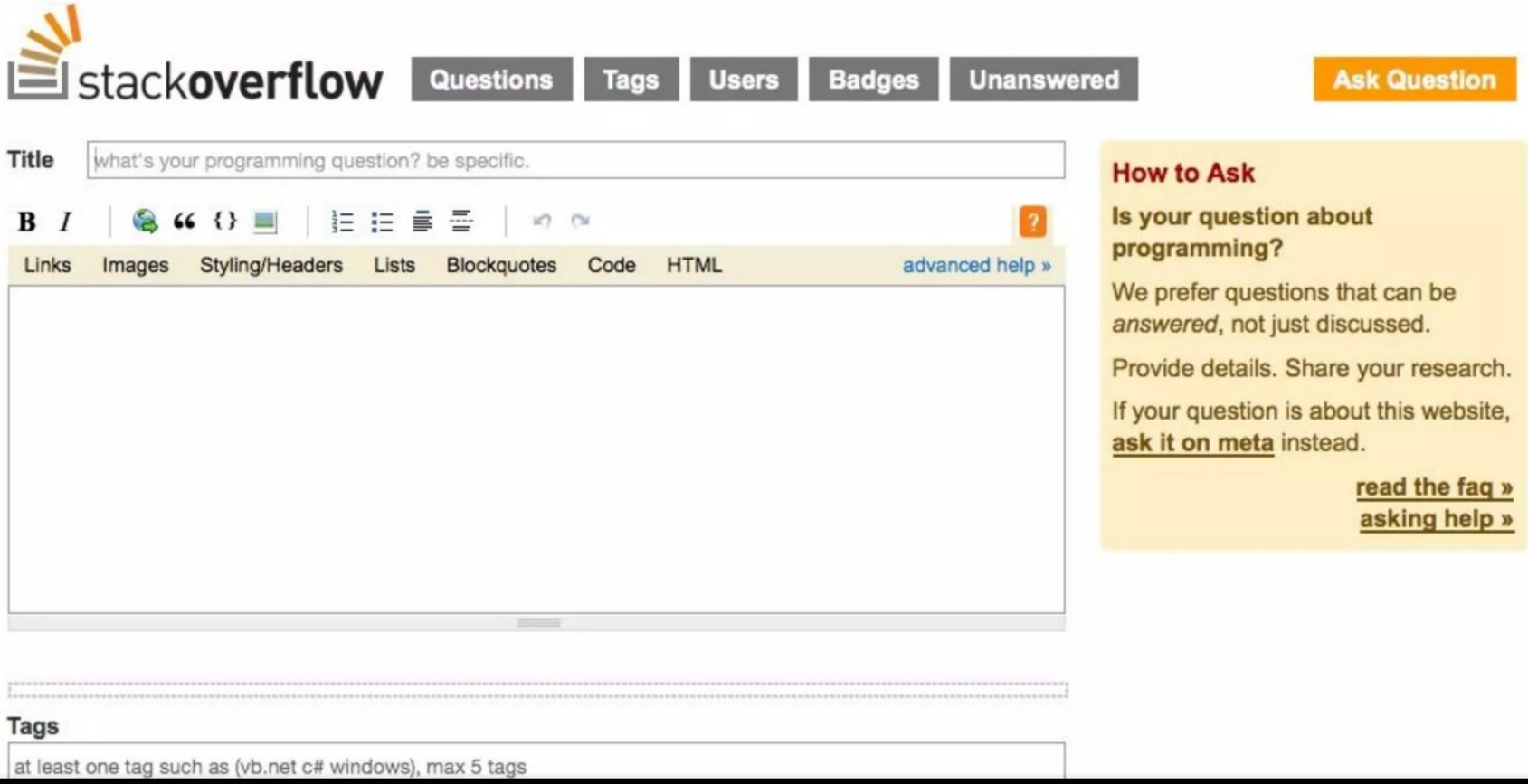

What it is
1
How it works
3
2
Why care
4
How to do it

Engagement Loop

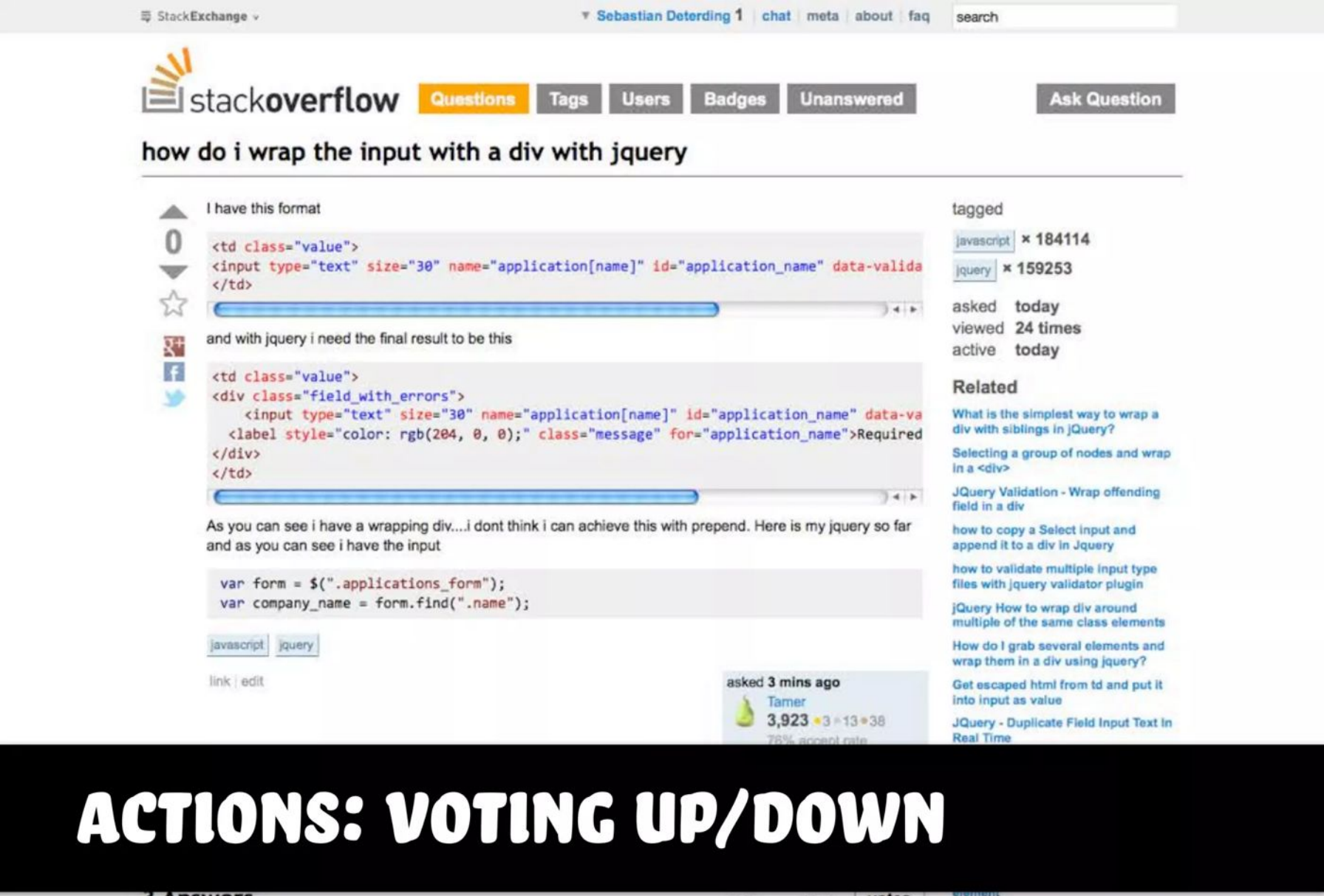




STACK OVERFLOW



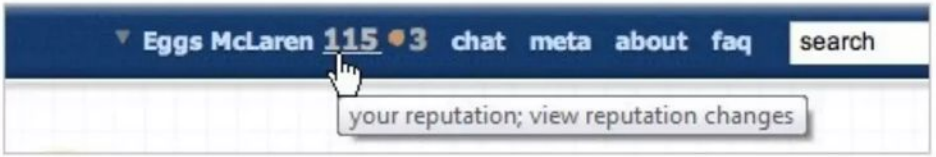
ACTIONS: WRITING QUESTIONS



ACTIONS: VOTING UP/DOWN

What is reputation?

Reputation is a rough measurement of how much the community trusts you ; it is earned by convincing your peers that you know what you're talking about. Basic use of the site, including asking questions, answering, and suggesting edits, does not require any reputation at all. But the more reputation you earn, the more privileges you gain on Stack Overflow .



The primary way to gain reputation is by posting good questions and useful answers. Your peers will vote on your posts, and those votes will cause you to gain (or, in rare cases, lose) reputation:

answer is voted up	+10
question is voted up	+5
answer is accepted	+15 (+2 to acceptor)
question is voted down	-2
answer is voted down	-2 (-1 to voter)

A maximum of **40** votes can be cast per user per day, however, to reach the maximum you must vote on at

FEEDBACK: REPUTATION

of **+1000** total reputation through suggested edits, however.

Amass enough reputation points and Stack Overflow will grant you additional privileges:

15	Vote up
15	Flag for moderator attention
50	Leave comments†
100	Edit community wiki posts
125	Vote down (costs **1** rep on answers)
200	Reduced advertising
250	Vote to close, reopen, or migrate your questions
500	Retag questions
1000	Show total up and down vote counts
1500	Create new tags
2000	Edit other people's posts, vote to approve or reject suggested edits
3000	Vote to close, reopen, or migrate any questions
5000	Vote to approve or reject suggested tag wiki edits
10000	Vote to delete closed questions, access to moderation tools
15000	Protect questions so only registered users with 10 rep on this site can answer

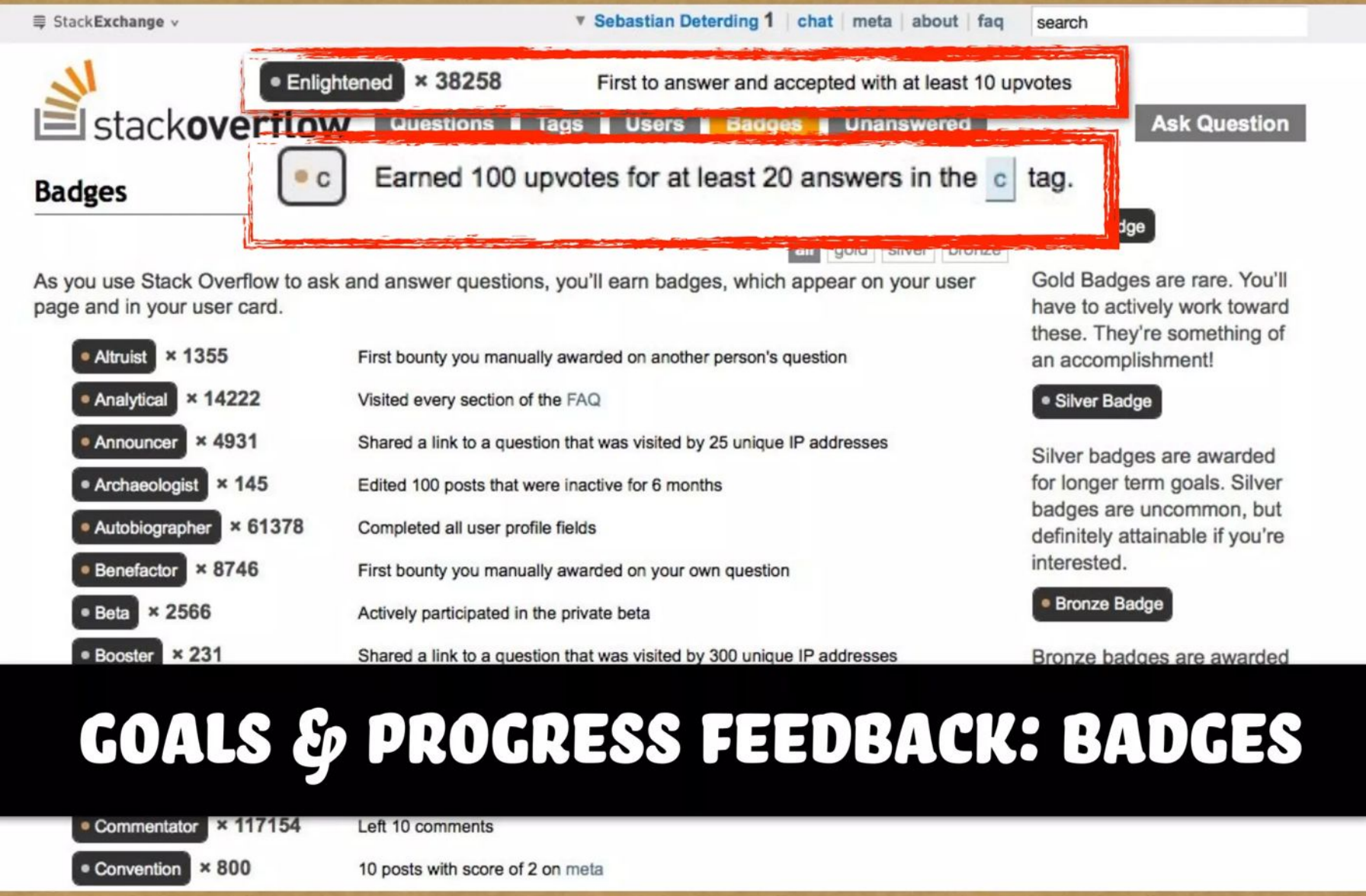
Your Reputation

1

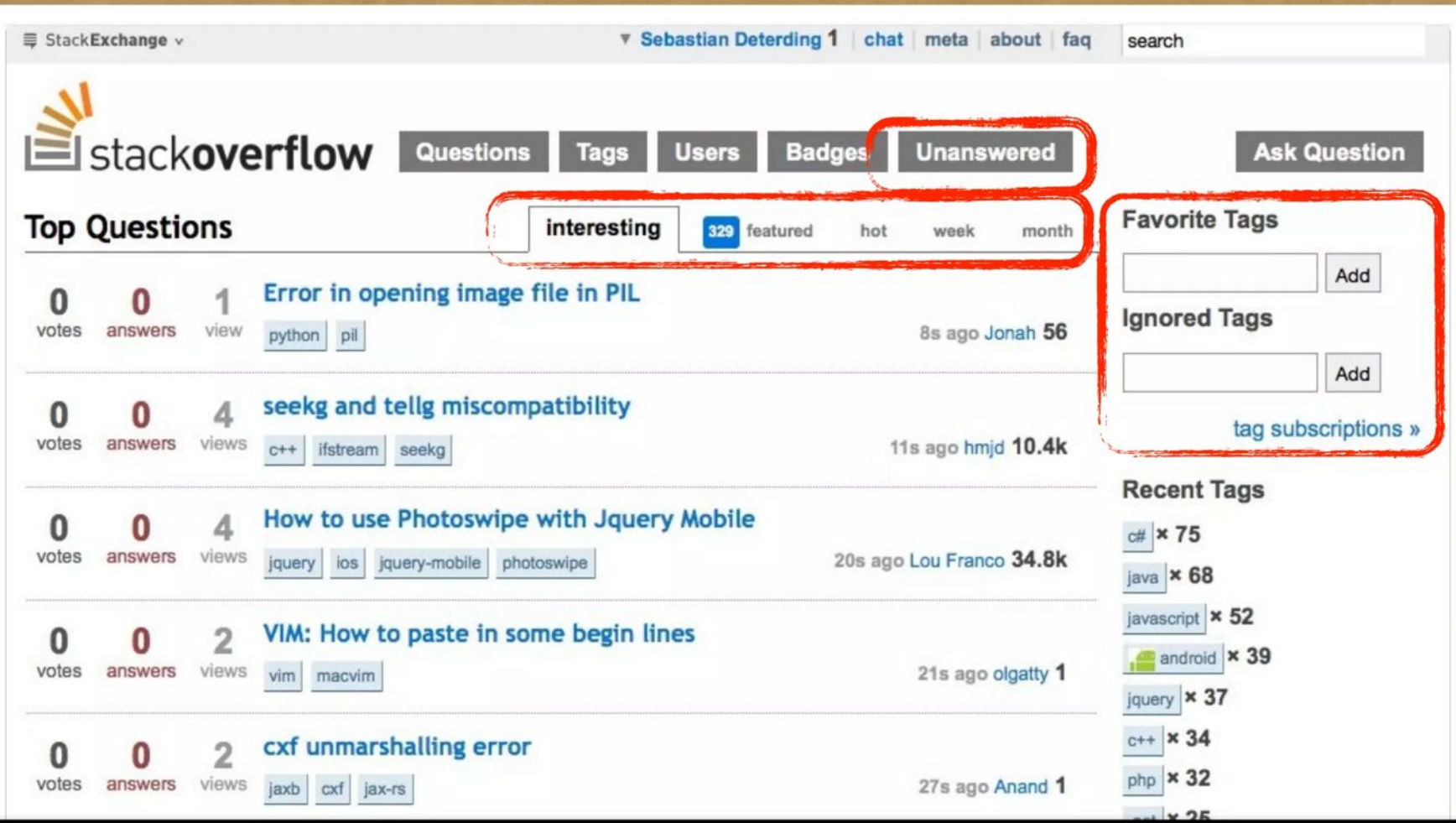
Privileges

trusted user	0%
protect questions	0%
access to moderator tools	0%
approve tag wiki edits	0%
cast close and reopen votes	0%
create tag synonyms	0%
edit questions and answers	0%
create tags	0%
create gallery chat rooms	0%
established user	0%
retag questions	0%
view close votes	0%
reduce ads	0%
vote down	0%
create chat rooms	1%
edit community wiki	1%
set bounties	1%
comment everywhere	2%
talk in chat	5%
create posts	100%

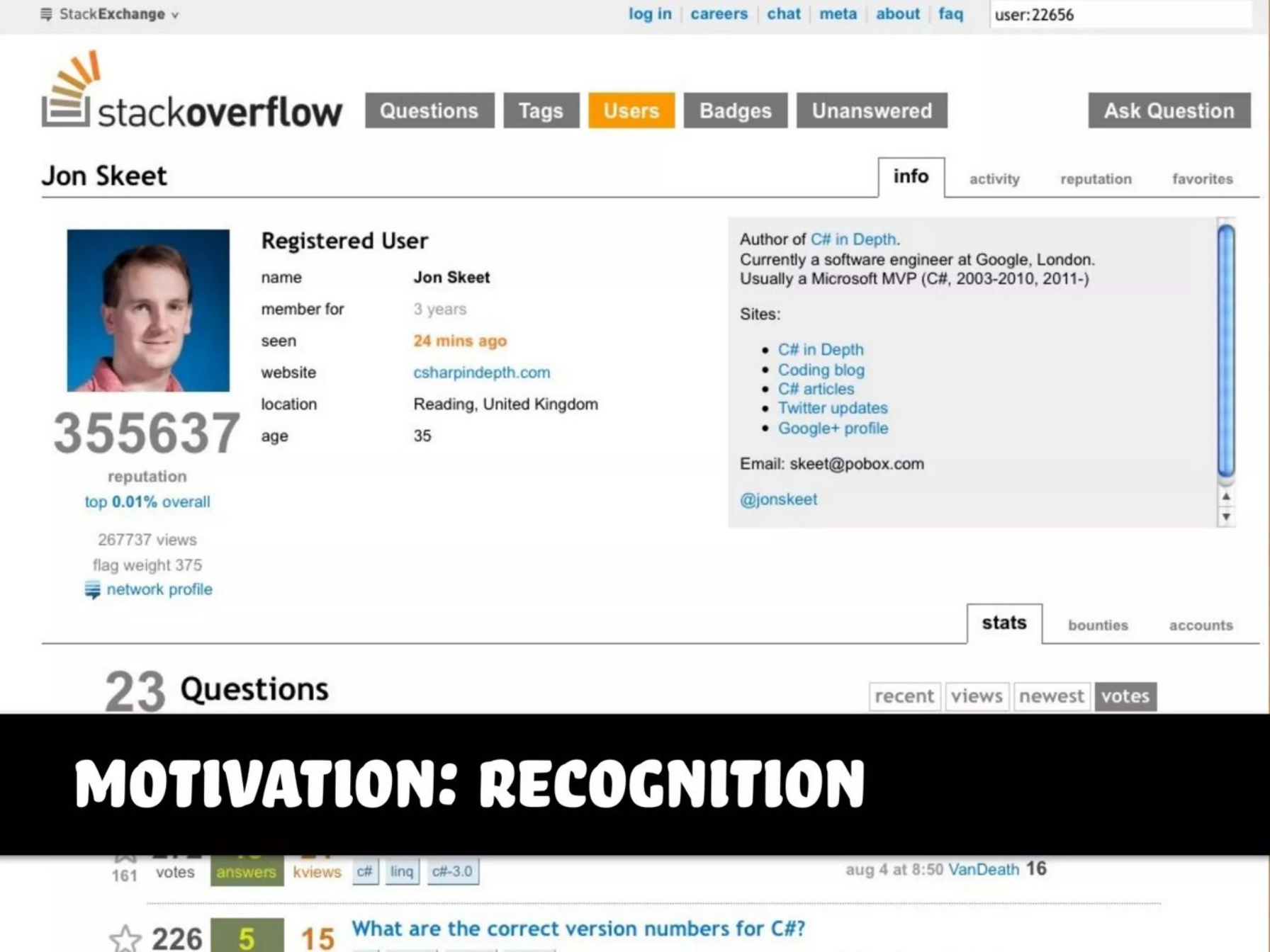
PROGRESS FEEDBACK: LEVELS



GOALS & PROGRESS FEEDBACK: BADGES



GOALS/CTAS: LISTS, SUBSCRIPTIONS


StackExchange
log in | careers | chat | meta | about | faq
user:22656
stackoverflow
Questions
Tags
Users
Badges
Unanswered
Ask Question
Jon Skeet
info
activity
reputation
favorites
Registered User
name Jon Skeet
member for 3 years
seen 24 mins ago
website csharpindepth.com
location Reading, United Kingdom
age 35
355637
reputation
top 0.01% overall
267737 views
flag weight 375
network profile
Author of C# in Depth.
Currently a software engineer at Google, London.
Usually a Microsoft MVP (C#, 2003-2010, 2011-)
Sites:
C# in Depth
Coding blog
C# articles
Twitter updates
Google+ profile
Email: skeet@pobox.com
@jonskeet
stats
bounties
accounts
23 Questions
recent
views
newest
votes
MOTIVATION: RECOGNITION
161 votes
answers
kviews
c#
linq
c#-3.0
aug 4 at 8:50 VanDeath 16
226
5
15
What are the correct version numbers for C#?

Amass enough reputation points and Stack Overflow will grant you additional privileges:

15	Vote up
15	Flag for moderator attention
50	Leave comments†
100	Edit community wiki posts
125	Vote down (costs **1** rep on answers)
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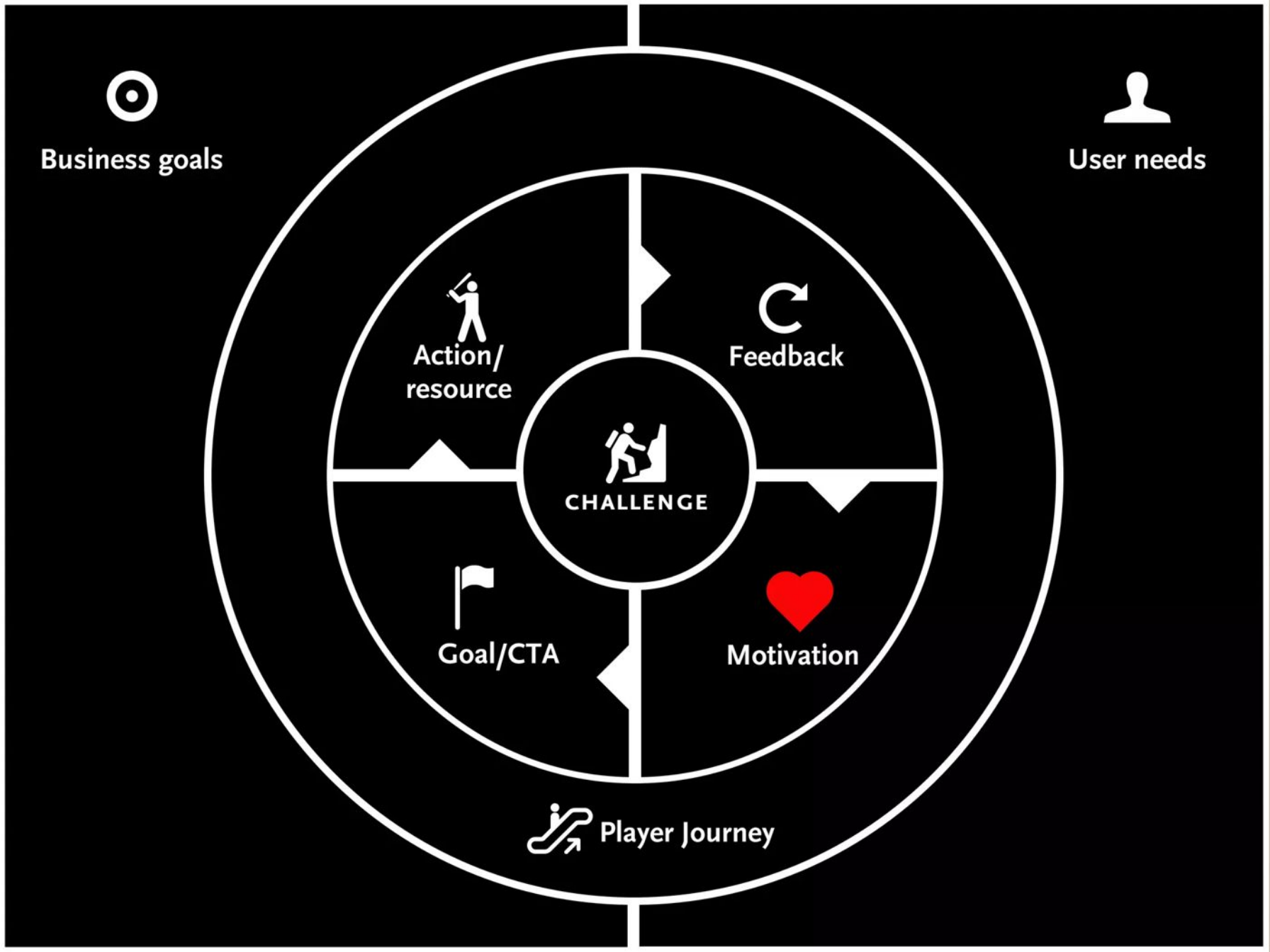
Your Reputation

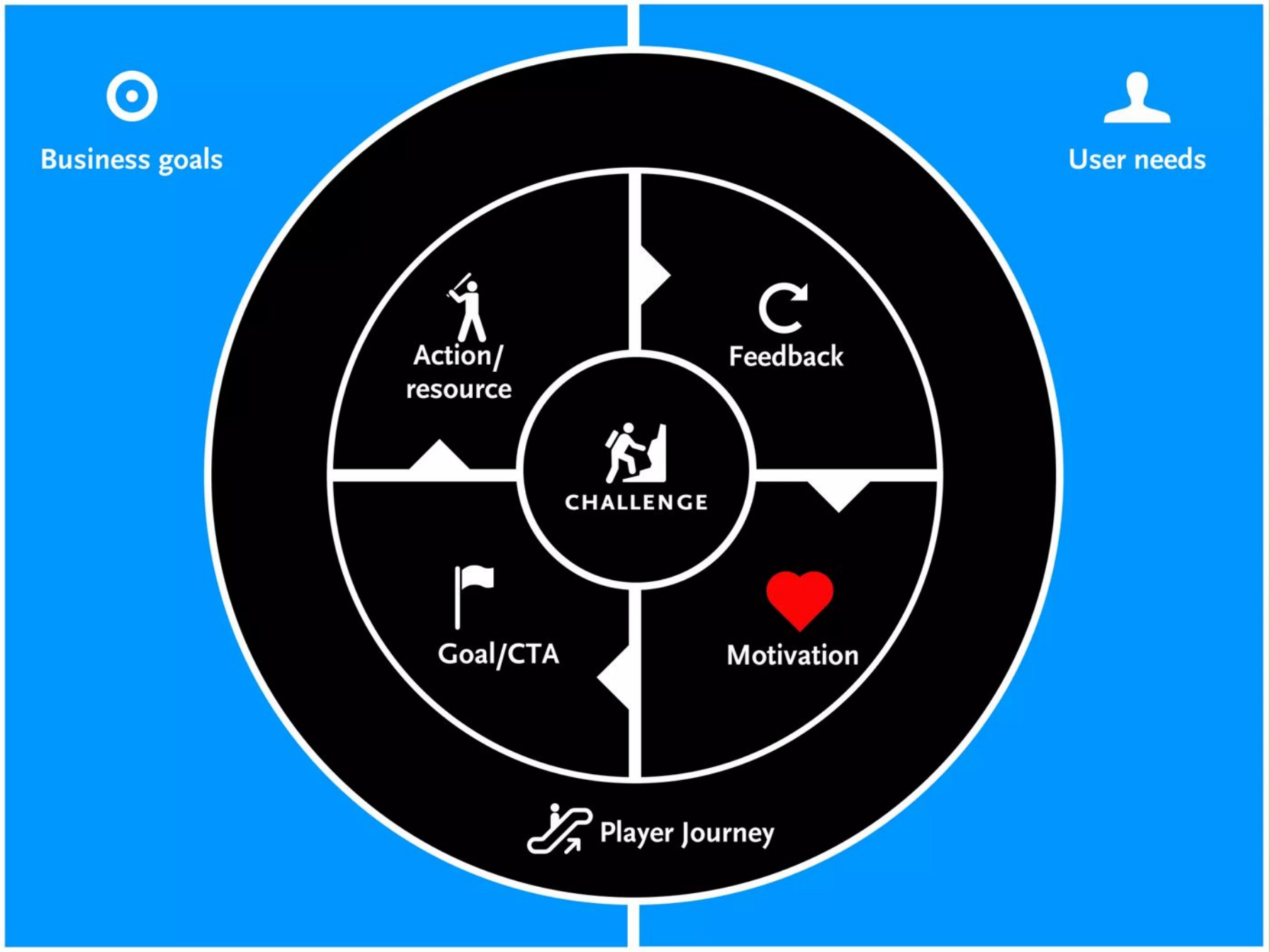
1

Privileges

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cast close and reopen votes	0%
create tag synonyms	0%
edit questions and answers	0%
create tags	0%
create gallery chat rooms	0%
established user	0%
retag questions	0%
view close votes	0%
reduce ads	0%
vote down	0%
create chat rooms	1%
edit community wiki	1%
set bounties	1%
comment everywhere	2%
talk in chat	5%
create posts	100%

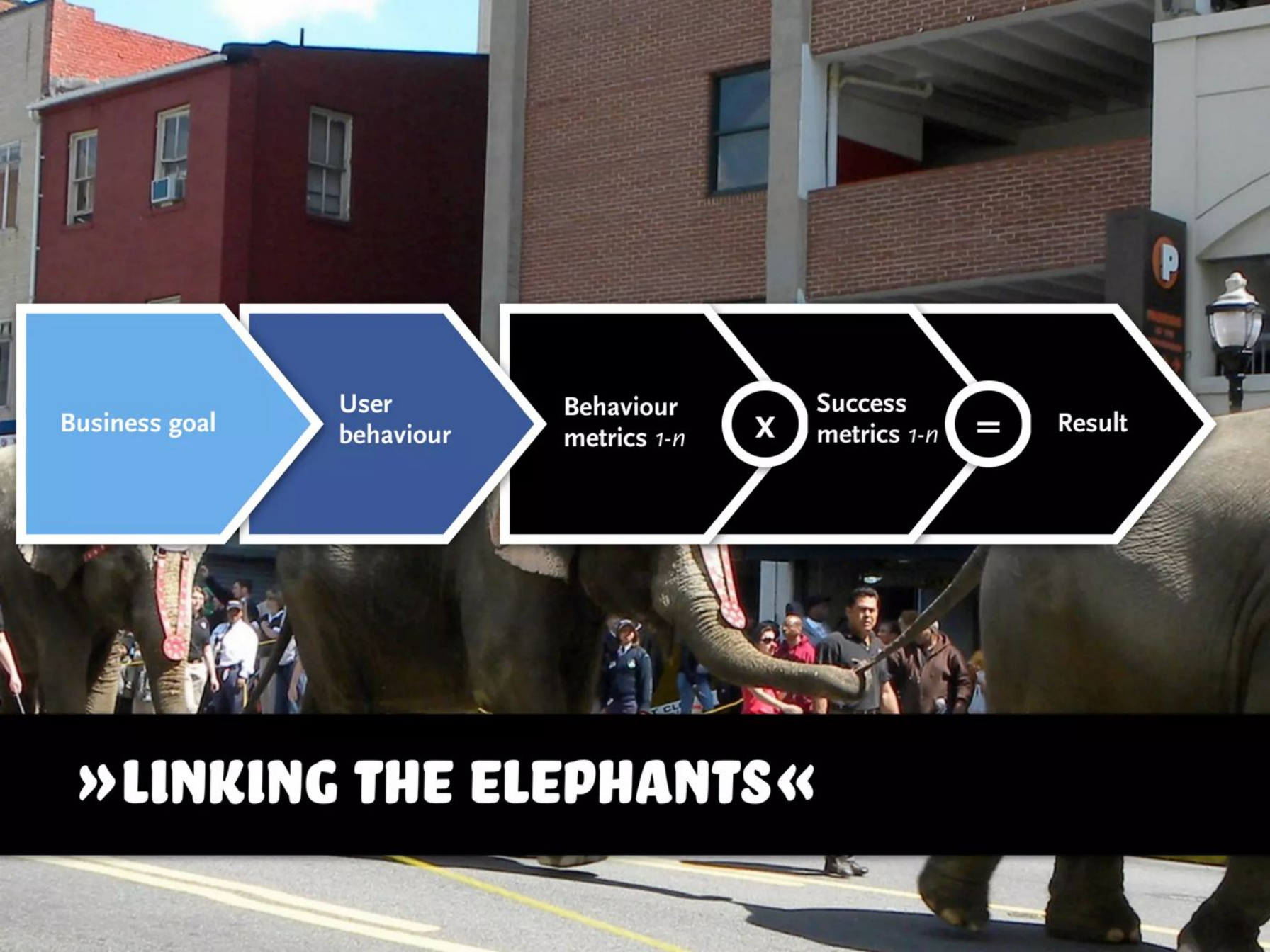
MOTIVATION: COMPETENCE


Business goals
User needs
Action/
resource
Feedback
CHALLENGE
Goal/CTA
Motivation
Player Journey


Business goals
User needs
Action/
resource
Feedback
CHALLENGE
Goal/CTA
Motivation
Player Journey



»LINKING THE ELEPHANTS«



»LINKING THE ELEPHANTS«

»What we have learned from our users is that any game aspect has to be, at least for finance, more oriented toward some specific thing that you are working toward: I want to buy a house or a car, take a vacation, get out of debt ...«

http://www.thestreet.com/story/10944765/3/business-looks-to-win-at-gamification.html

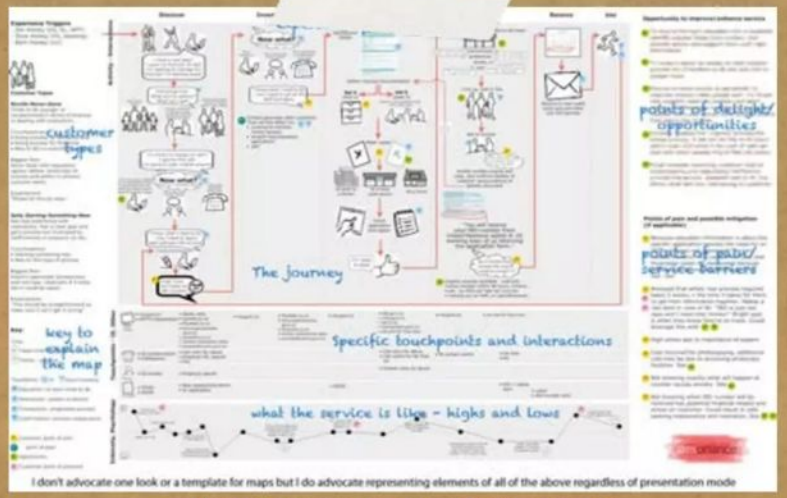


AARON PATZER

FOUNDER, MINT.COM (2010)

BUSINESS GOALS & USER NEEDS

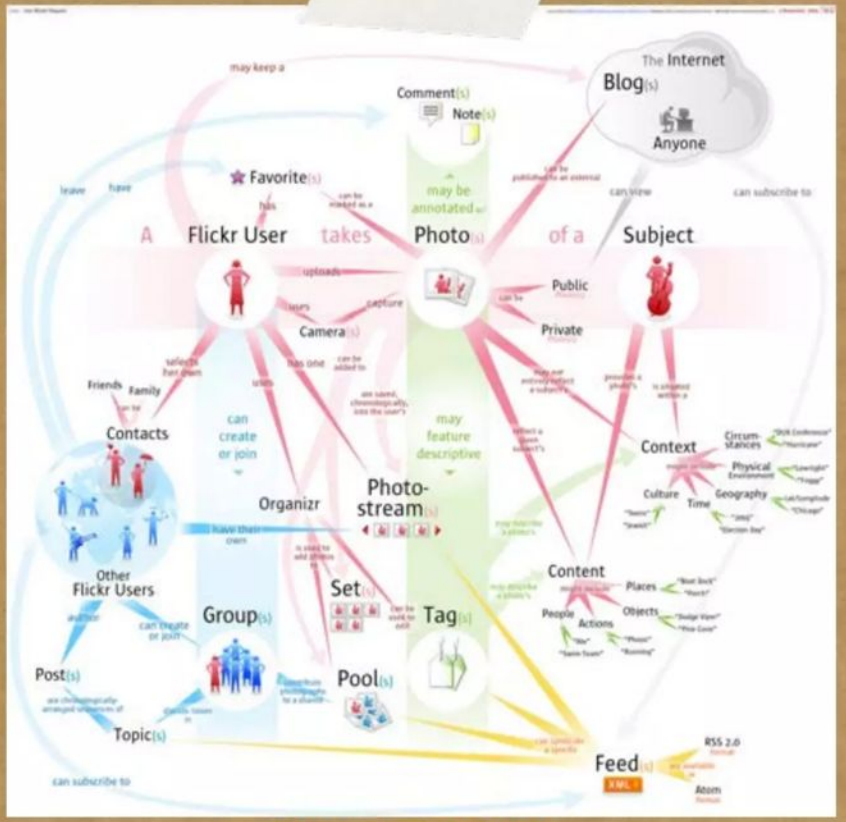
1. Define organisational goals
2. Identify matching user needs
3. Translate goals/needs into activities
4. Translate activities into measurable concrete behaviours & qualities: *What* do users do *how*?



CUSTOMER JOURNEY MAPS



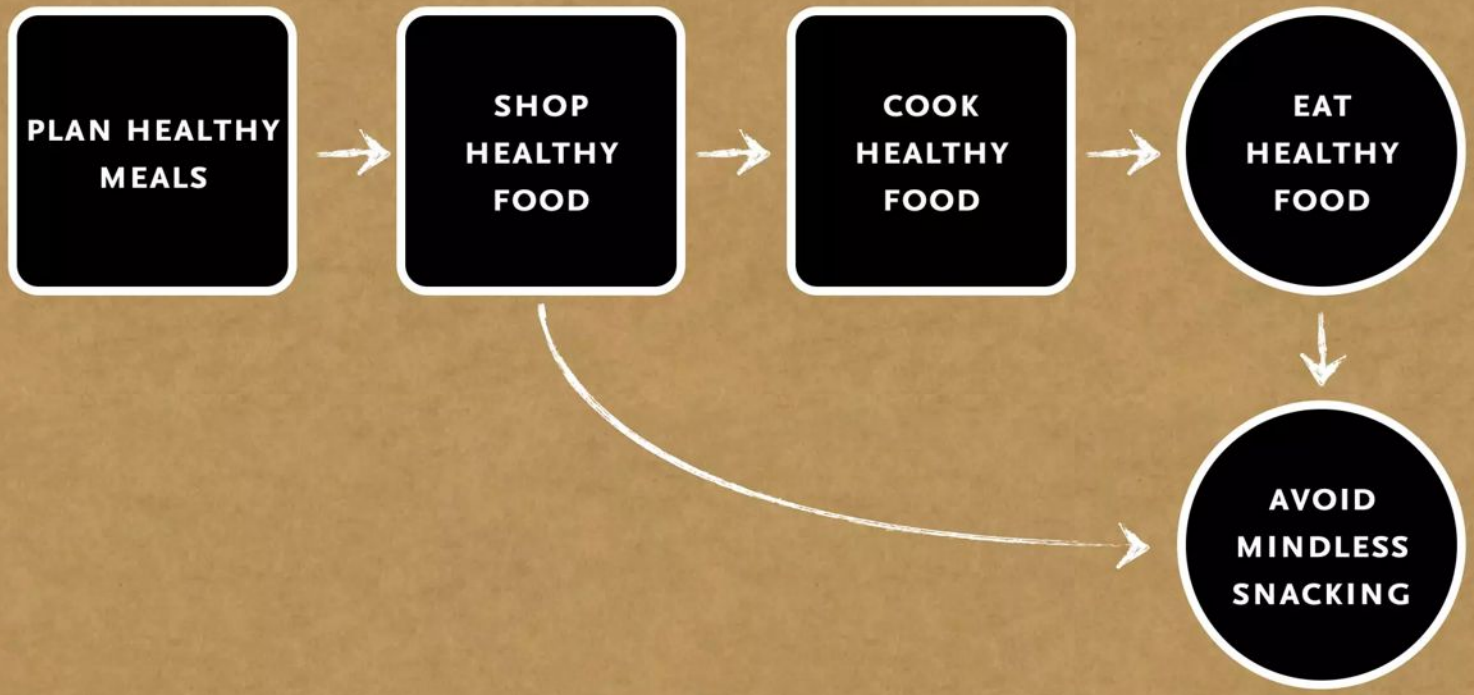
MENTAL MODELS



CONCEPT MODELS

GOOD STARTING POINTS

ACTIVITY CHAIN: EATING HEALTHY



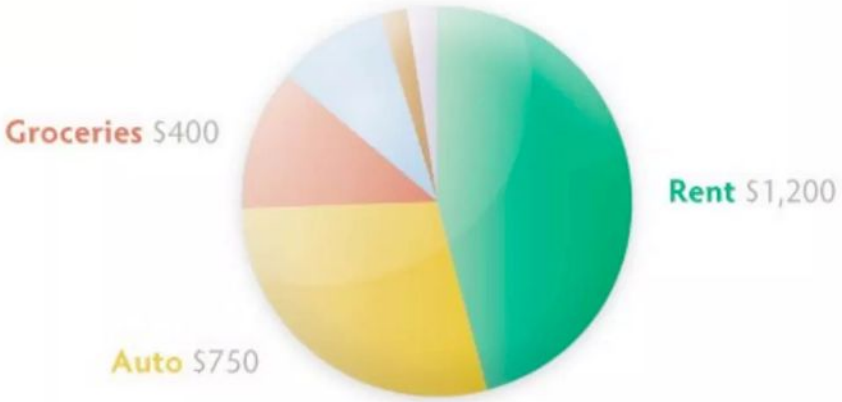
ACTIVITY CHAIN: EATING HEALTHY



the best free way to manage your money

"Best budgeting site" KIPLINGER'S MAGAZINE Editors' Choice Award PC MAGAZINE "Top pick ★★★★" MONEY MAGAZINE

Take the tour ▸



At-a-glance insights

We download and categorize your balances and transactions **automatically** every day— making it effortless to see graphs of your spending, income, balances, and net worth.

Free! Get started here ▸

UNDERSTAND YOUR MONEY | ALL YOUR ACCOUNTS IN ONE PLACE | SET GOALS AND BUDGETS | FIND INSTANT SAVINGS | SAFE AND SECURE

Why our users love mint

Simply amazing. This is EXACTLY what each bank should actually be offering these days. I'm floored by the functionality

What the press is saying

Money
Our Top Pick ★★★★

The New York Times
Mint Has Helped Me Save

Our Business Goal & User Need

Help people save money by defining and sticking to financial budgets.

Action

00 : 05 : 08

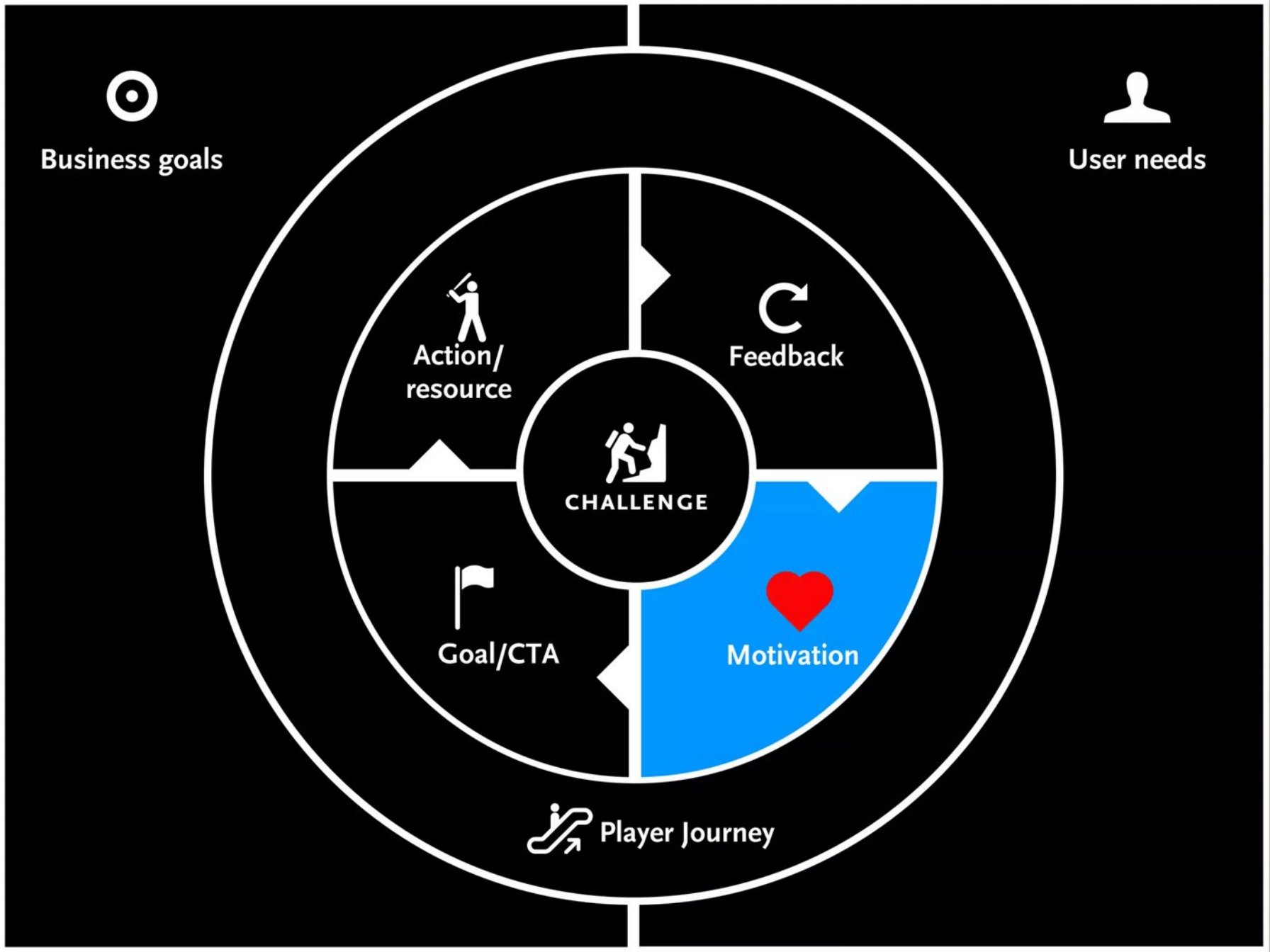
Goal: Identify behaviour chains that satisfy the user's needs.

1. Form teams of two at your table.

2. As your team, draw the behaviour chains for setting and achieving a financial budget.

2. Pick one step/behaviour that you consider crucial and note it under "Actions/Resources".




Business goals
User needs
Action/
resource
Feedback
CHALLENGE
Goal/CTA
Motivation
Player Journey

IS IT ALL JUST COMPETENCE?


2,535
Add Coins & Cash
13
9548
20
Ang's Farm
Pumpkin: 77% Grown
Add Neighbor
2
8
35
54
174
253
526
MARKET

FARMVILLE



FALLOUT 3




Relatedness
Belonging
Autonomy
Recognition
PSYCHOLO GICAL
SOCIAL
Competence
Power
PHYSICAL
Sex
Thirst
Hunger

JOHNMARSHALL REEVE
UNDERSTANDING
MOTIVATION
and EMOTION

Log in / create account

HMS *Eagle* (1918)

From Wikipedia, the free encyclopedia

Coordinates: 38°3′0″N 3°1′12.00″E

Main page
Contents
Featured content
Current events
Random article
Donate to Wikipedia

Interaction
Help
About Wikipedia
Community portal
Recent changes
Contact Wikipedia

Toolbox

Print/export

Languages
Česky
Deutsch
Español
Italiano
日本語
Polski
Русский
Suomi

For other ships of the same name, see HMS Eagle.

HMS *Eagle* was an early aircraft carrier of the Royal Navy. Ordered by Chile as the *Almirante Latorre*-class battleship *Almirante Cochrane*, she was laid down before World War I. In early 1918 she was purchased by Britain for conversion to an aircraft carrier; this work was finished in 1924. Her completion was delayed by labour troubles and the possibility that she might be repurchased by Chile for reconversion into a battleship, as well as the need for comparative trials to determine the optimum layout for aircraft carriers. The ship was initially assigned to the Mediterranean Fleet and then later to the China Station, spending very little time in home waters other than for periodic refits.

Eagle spent the first nine months of World War II in the Indian Ocean searching for German commerce raiders. During the early part of the war, the Fleet Air Arm was desperately short of fighters and *Eagle* was equipped solely with Fairey Swordfish torpedo bombers until late 1940. She was transferred to the Mediterranean in May 1940, where she escorted multiple convoys to Malta and Greece and attacked Italian shipping, naval units and bases in the Eastern Mediterranean. The ship also participated in the Battle of Calabria in July, but her aircraft failed to score any hits when they attempted to torpedo Italian cruisers during the battle. Whenever *Eagle* was not at sea, her aircraft were disembarked and used ashore.

The ship was relieved by a more modern carrier in March 1941 and ordered to hunt for Axis shipping in the Indian Ocean and the South Atlantic. Her aircraft sank one German blockade runner and disabled a German oil tanker in mid-1941, but did not find any other Axis ships before the ship was ordered home for a refit in October. After completing a major refit in early 1942, the ship made multiple trips delivering fighter aircraft to Malta to boost its air defences in the first half of 1942. *Eagle* was torpedoed and sunk by the German submarine *U-73* on 11 August 1942 while escorting a convoy to Malta during Operation Pedestal.

Contents [hide]

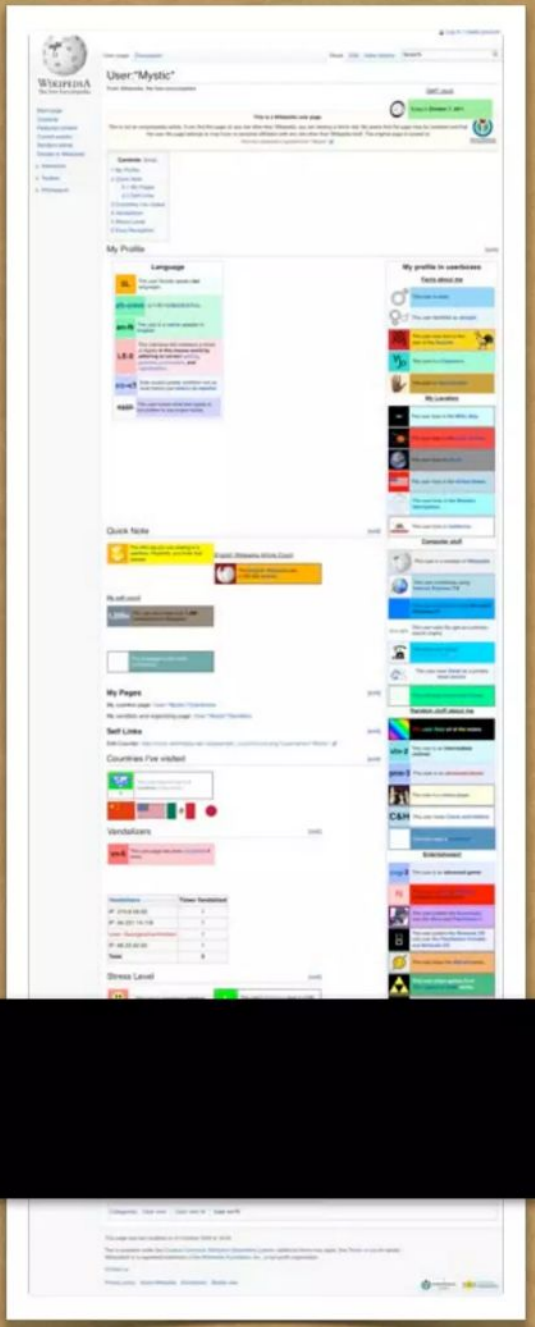
1 Design and description
1.1 Construction and conversion
3 Notes
4 References
5 External links



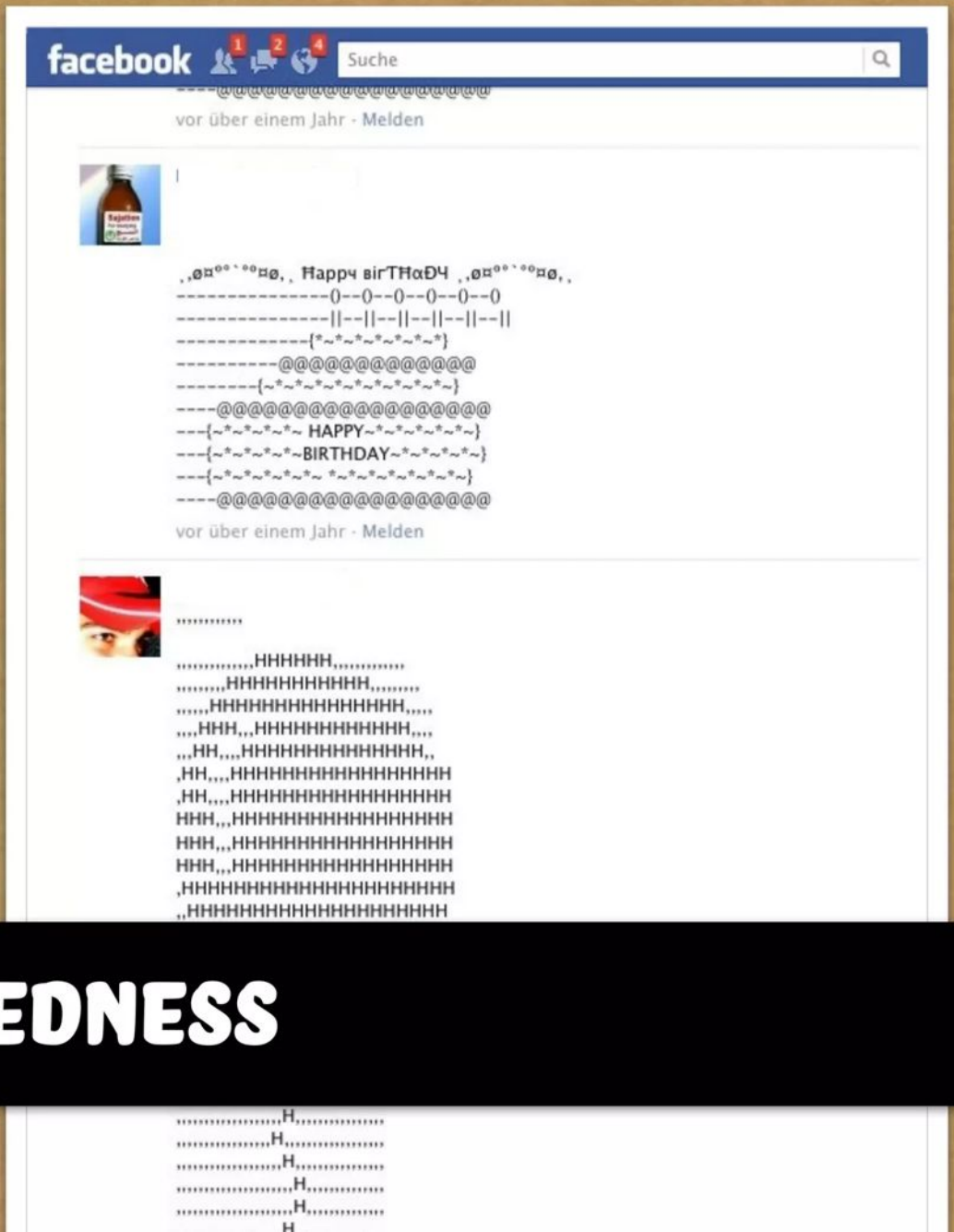
Aerial view of *Eagle* in the 1930s

Career (United Kingdom)	
Name:	HMS *Eagle*
Builder:	Armstrong Whitworth
Yard number:	858
Laid down:	20 February 1913
Launched:	8 June 1918
Acquired:	Purchased, 28 February 1918
Commissioned:	20 February 1924
Identification:	Pennant number: 94
Fate:	Sunk by *U-73*, 11 August 1942
General characteristics (as completed in 1924)	
Propulsion:	4 shafts 4 geared steam turbine sets 32 water-tube boilers
Speed:	24 knots (44 km/h; 28 mph)
Range:	4,800 nmi (8,900 km; 5,500 mi) at 16

COMPETENCE


User:"Mystic"
My Profile
Quick Note
My Pages
Countries I've visited
Vandalizers
Stress Level

AUTONOMY



RELATEDNESS

StackExchange v

log in | careers | chat | meta | about | faq | user:22656

stackoverflow | Questions | Tags | Users | Badges | Unanswered | Ask Question

Jon Skeet

info | activity | reputation | favorites



355637

reputation

top 0.01% overall

267737 views

flag weight 375

network profile

Registered User

name	Jon Skeet
member for	3 years
seen	24 mins ago
website	csharpindepth.com
location	Reading, United Kingdom
age	35

Author of C# in Depth.
Currently a software engineer at Google, London.
Usually a Microsoft MVP (C#, 2003-2010, 2011-)

Sites:

- C# in Depth
- Coding blog
- C# articles
- Twitter updates
- Google+ profile

Email: skeet@pobox.com

@jonskeet

stats | bounties | accounts

23 Questions

recent | views | newest | votes

RECOGNITION

161 votes | answers | kviews | c# | linq | c#-3.0 | aug 4 at 8:50 VanDeath 16

226 | 5 | 15 What are the correct version numbers for C#?

Log in / create accou

Community of Wikipedia

From Wikipedia, the free encyclopedia

"Wikipedians" redirect here. You may be looking for Wikipedia:Wikipedians

The **community of Wikipedia** is a loosely-knit network of volunteers, sometimes known as "Wikipedians", who make contributions to the online encyclopedia, Wikipedia. A hierarchy exists whereby certain editors are elected to be given greater editorial control by other community members.

Emigh and Herring argue that "a few active users, when acting in concert with established norms within an open editing system, can achieve ultimate control over the content produced within the system, literally erasing diversity, controversy, and inconsistency, and homogenizing contributors' voices."[1] The community has also been criticized for responding to complaints regarding an article's quality by advising the complainer to fix the article themselves.[2] Professor James H. Fetzer criticized Wikipedia in that he could not change the article about himself;[3] to ensure impartiality, Wikipedia has a policy that discourages the editing of biographies by the subjects themselves except in "clear-cut cases", such as reverting vandalism or correcting out-of-date or mistaken facts.[4]

The community has been described as "cult-like",[5][6][7] although not always with entirely negative connotations.[8]

Wikipedia does not require that its users identify themselves. This means that multiple people may use one account, or, more often, one person may use multiple accounts, often in an attempt to influence an argument[*citation needed*]. The latter practice is known as "sockpuppetry", which is actively discouraged on Wikipedia.[9]

Community of Wikipedia



Wikimania, an annual conference for users of Wikipedia and other projects operated by the Wikimedia Foundation.

In April 2008, writer and lecturer Clay Shirky and computer scientist Martin Wattenberg estimated the total effort to create Wikipedia at roughly 100 million man-hours.[10]

Contents [hide]

1 Jimmy Wales' role
2 Selection of editors
3 Identification
3.1 Anonymity of editors
5.2 Complaints about administrator abuse
5.3 Perception of administrators as a closed community
5.4 Consistency of complaints
5.5 Pareto effect

Main page
Contents
Featured content
Current events
Random article
Donate to Wikipedia
Interaction
Help
About Wikipedia
Community portal
Recent changes
Contact Wikipedia
Toolbox
Print/export
Languages
한국어

BELONGING

Wikipedia:Administrators

From Wikipedia, the free encyclopedia

Main page
Contents
Featured content
Current events
Random article
Donate to Wikipedia
Interaction
Toolbox
Print/export
Languages
Afrikaans
Akan
Alemannisch
□□□□
Ænglisc
Аҧсуа
العربية
Aragonés
□□□□□
Arpetan
□□□□□□
Basa Banyumasan
Башҡортса
Беларуская
Беларуская

This page documents an English Wikipedia policy, a widely accepted standard that all editors should normally follow. Changes made to it should reflect consensus.

Shortcuts:
WP:ADM
WP:ADMIN
WP:SYSOP
WP:MOP

This page in a nutshell: Administrators are users trusted with access to certain tools on the English Wikipedia. They are expected to observe a high standard of conduct, to use the tools fairly, and **never** to use them to gain advantage in a dispute.

Administrators, commonly known as **admins** or **sysops** (**system operators**), are Wikipedia editors trusted with access to restricted technical features ("tools"). For example, administrators can protect, delete and restore pages, move pages over redirects, hide and delete page revisions, edit protected pages, and block other editors. See Wikipedia:Administrators/Tools for more information.

Administrators assume these responsibilities as volunteers; they are not acting as employees of the Wikimedia Foundation. They are never required to use their tools and must never use them to gain an advantage in a dispute in which they are involved. Administrators should not be confused with Wikimedia system administrators ("sysadmins").

The English Wikipedia currently has 1,524 administrators.

Requests for adminship | **Request assistance** | **Full list of administrators** | **Request an RfA nomination** | **All user accounts with admin privileges**



Wikipedia's administrative tools are often likened to a janitor's mop, leading to adminship being described at times as being "given the mop".

Contents [hide]

1 History
2 Becoming an administrator
2.1 Places where administrators in particular can assist
5 Involved admins
6 Grievances by users ("Administrator abuse")
7 Misuse of administrative tools
7.1 Reversing another administrator's action
7.2 Reinstating a reverted action ("Wheel warring")

Editor behavior

Sock puppetry
Username policy
Vandalism

view · talk · edit

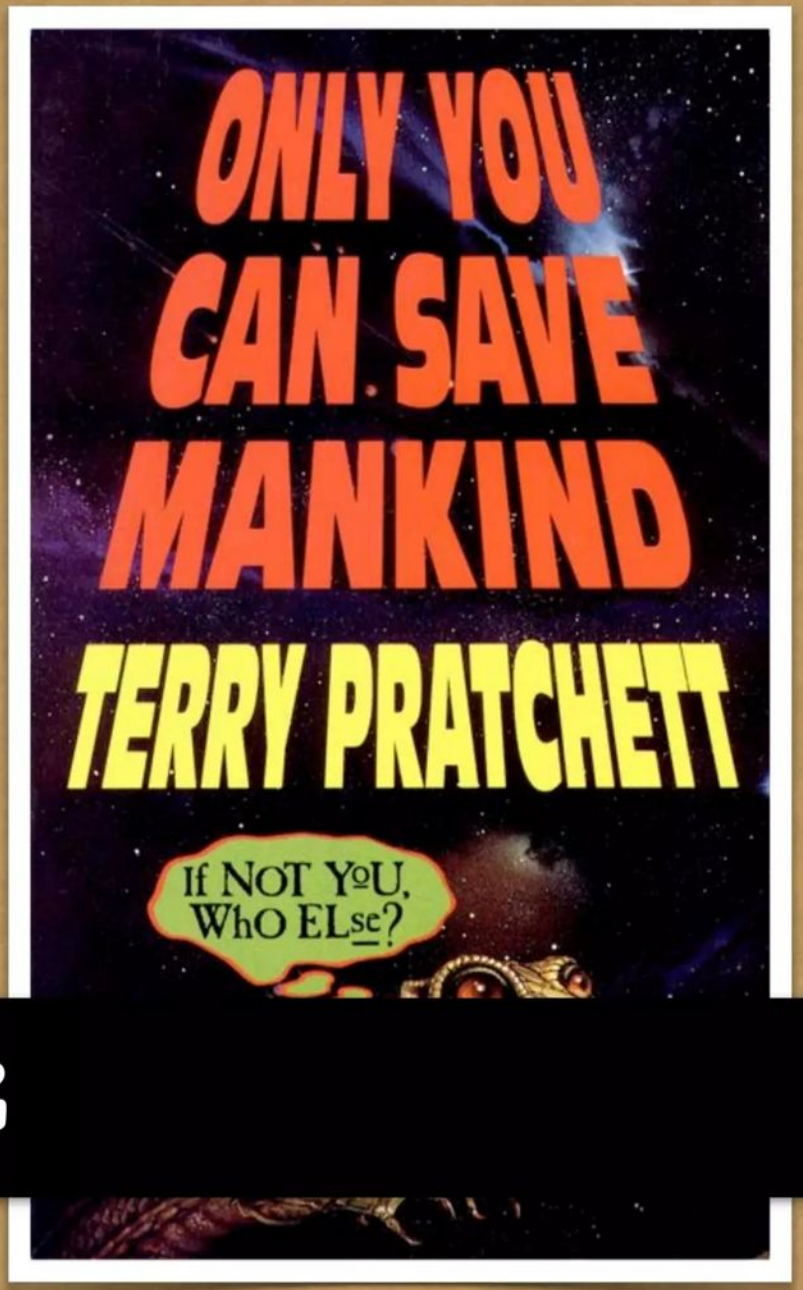
POWER



SENSE PLEASURE



AROUSAL & ENGROSSMENT


ONLY YOU
CAN SAVE
MANKIND
TERRY PRATCHETT
If NOT YoU,
WhO ELse?

MEANING



CURIOSITY & SURPRISE

Danger



MISSING YOUR USER



JUST ASK!

Psychological Review
Copyright © 1977 by the American Psychological Association, Inc.
VOLUME 84 NUMBER 3 MAY 1977

Telling More Than We Can Know: Verbal Reports on Mental Processes

Richard E. Nisbett and Timothy DeCamp Wilson
University of Michigan

Evidence is reviewed which suggests that there may be little or no direct introspective access to higher order cognitive processes. Subjects are sometimes (a) unaware of the existence of a stimulus that importantly influenced a response, (b) unaware of the existence of the response, and (c) unaware that the stimulus has affected the response. It is proposed that when people attempt to report on their cognitive processes, that is, on the processes mediating the effects of a stimulus on a response, they do not do so on the basis of any true introspection. Instead, their reports are based on a priori, implicit causal theories, or judgments about the extent to which a particular stimulus is a plausible cause of a given response. This suggests that though people may not be able to observe directly their cognitive processes, they will sometimes be able to report accurately about them. Accurate reports will occur when influential stimuli are salient and are plausible causes of the responses they produce, and will not occur when stimuli are not salient or are not plausible causes.

"Why do you like him?" "How did you solve this problem?" "Why did you take that job?"

In our daily lives we answer many such questions about the cognitive processes underlying our choices, evaluations, judgments, and behavior. Sometimes such questions are asked by social scientists. For example, investigators have asked people why they like particular political candidates (Gaudet, 1955) or detergents (Kornhauser & Lazarsfeld, 1935), why they chose a particular occupation (Lazarsfeld, 1931), to go to graduate school (Davis, 1964) or to become a juvenile delinquent (Burt, 1925), why they got married or divorced (Goode, 1956) or joined a voluntary organization (Sills, 1957) or moved to a new home (Rossi, 1955) or sought out a psychoanalyst (Kadushin, 1958), or failed to use a contraceptive technique (Sills, 1961). Social psychologists routinely ask the subjects in their experiments why they behaved, chose, or evaluated as they did. Indeed, some social psychologists have advocated the abandonment of the social psychology experiment and its deceptive practices and

The writing of this paper, and some of the research described, was supported by grants GS-40085 and BNS75-23191 from the National Science Foundation. The authors are greatly indebted to Eugene Borgida, Michael Kruger, Lee Ross, Lydia Temoshok, and Amos Tversky for innumerable ideas and generous and constructive criticism. John W. Atkinson, Nancy Bellows, Dorwin Cartwright, Alvin Goldman, Stanley Schachter,



A NAGGING PROBLEM

http://people.virginia.edu/~tdw/nisbett&wilson.pdf

»Nisbett and Wilson are *not* skeptics about introspective report of conscious experiences. They are skeptics about introspective knowledge of the *causes* of those experiences.«



ERIC SCHWITZGEBEL

THE NISBETT-WILSON MYTH (2006)

http://schwitzsplinters.blogspot.com/2006/10/nisbett-wilson-myth.html

THE LIMITS OF SELF-REPORT

We can report recent experiences, general beliefs, attitudes, values

Stick to actual, current/recent experiences

We fail at detailed memory, future action, irrelevant things, unconscious processes

Ask for connected attitudes, values, needs, but don‘t jump to conclusions

THE MAO MODEL

RESEARCH FOR BEHAVIOR CHANGE

Sebastian Deterding (@dingstweets)
Interaction'12
February 3, 2012, Dublin

CC BY



Online at
http://j.mp/
maomodel

Why?

Why?

Why?

Why?

Why?

LADDERING


LADDERING:

A Research Interview Technique for Uncovering Core Values

http://madpow.com/Insights/WhitePapers/Laddering--A-Research-Interview-Technique.aspx

Action



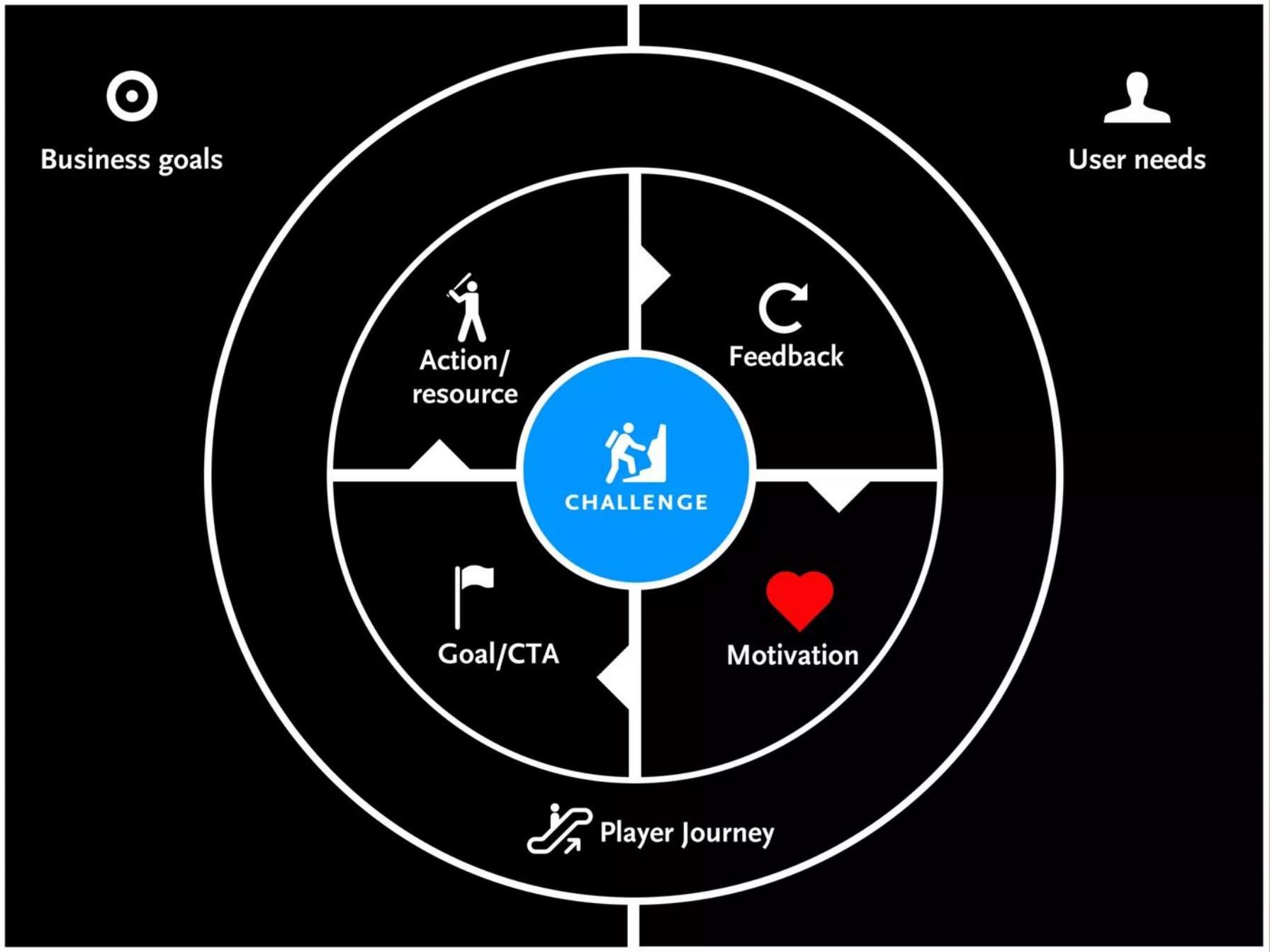
Goal: Identify motivations underlying the target need/activity.

1. In your team, find one **interviewee** who recently did/wanted to do your target need/activity. The other is the **interviewer**.

2. The interviewers ask: Remember the last time you (wanted to) do X. **Why** was it important? Why was **that** important? Etc.

3. Share your findings at your table. Pick the most frequently mentioned/promising motivation and note it down under

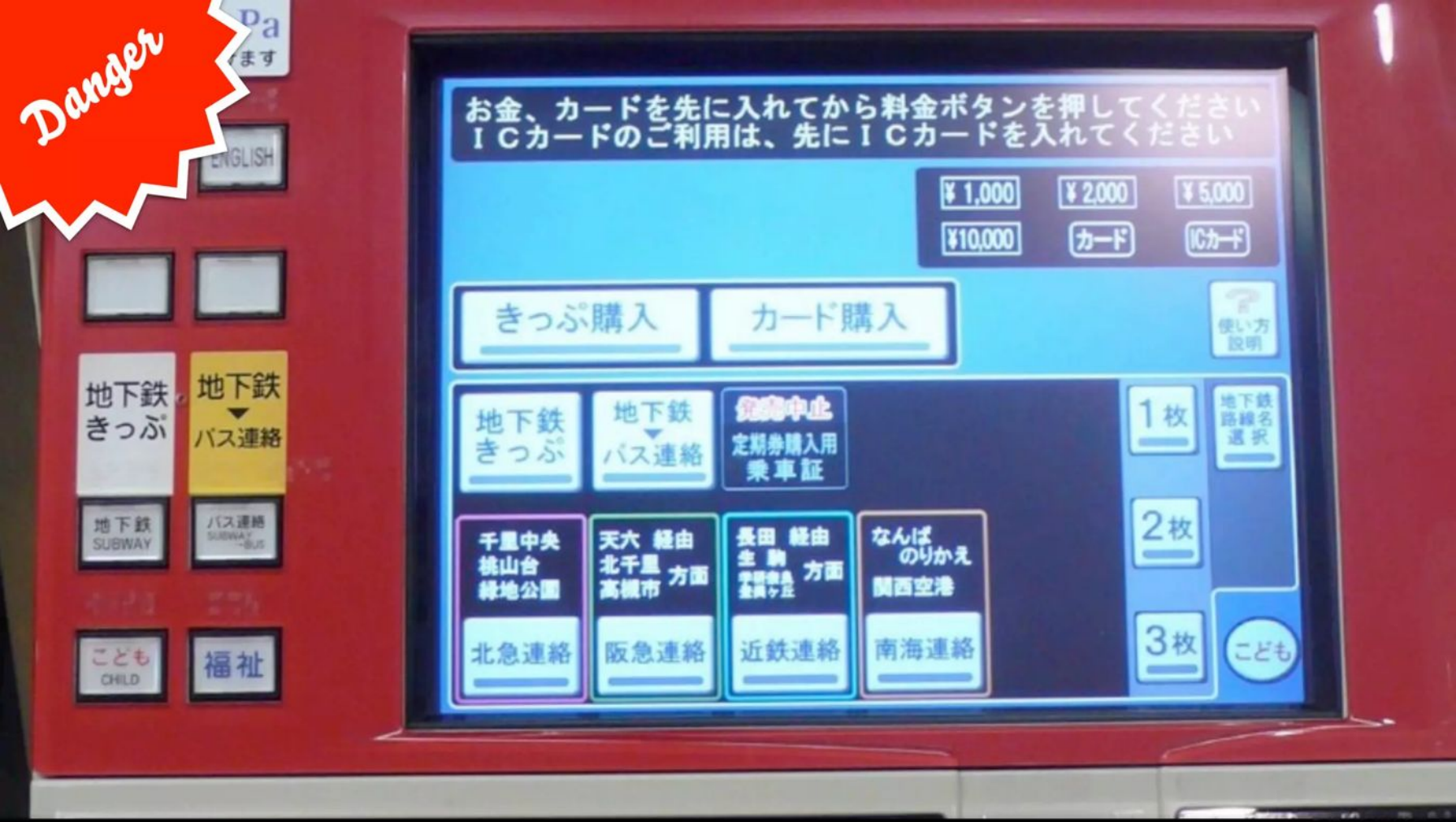
❤ **"Motivation"**.


Business goals
User needs
Action/
resource
Feedback
CHALLENGE
Goal/CTA
Motivation
Player Journey


MB
SIMON
START
OFF
ON

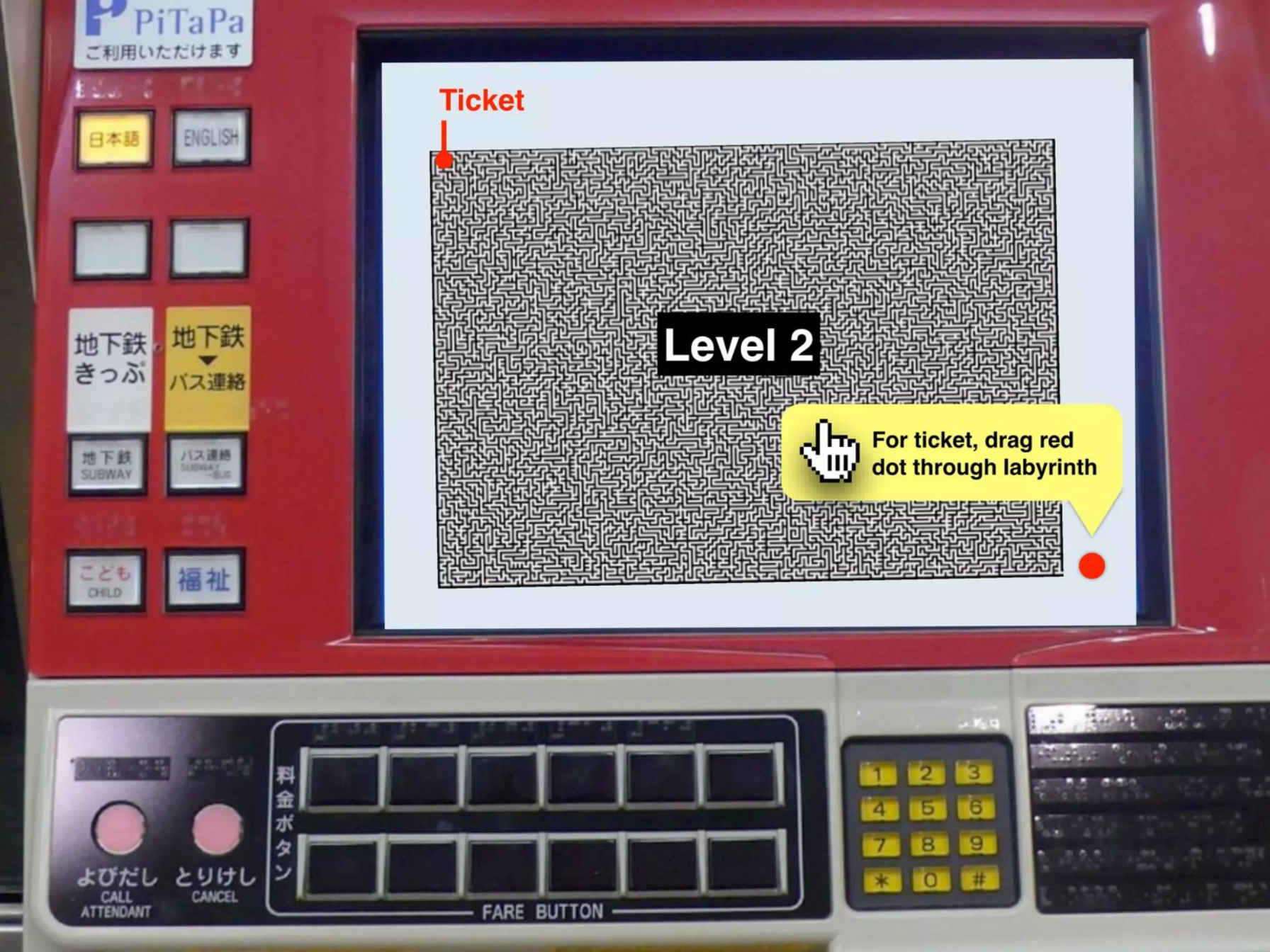

BEJEWELED
score
1195
NEW GAME
NORMAL
TIMETRIAL
OPTIONS
+15
QUIT GAME
15
2





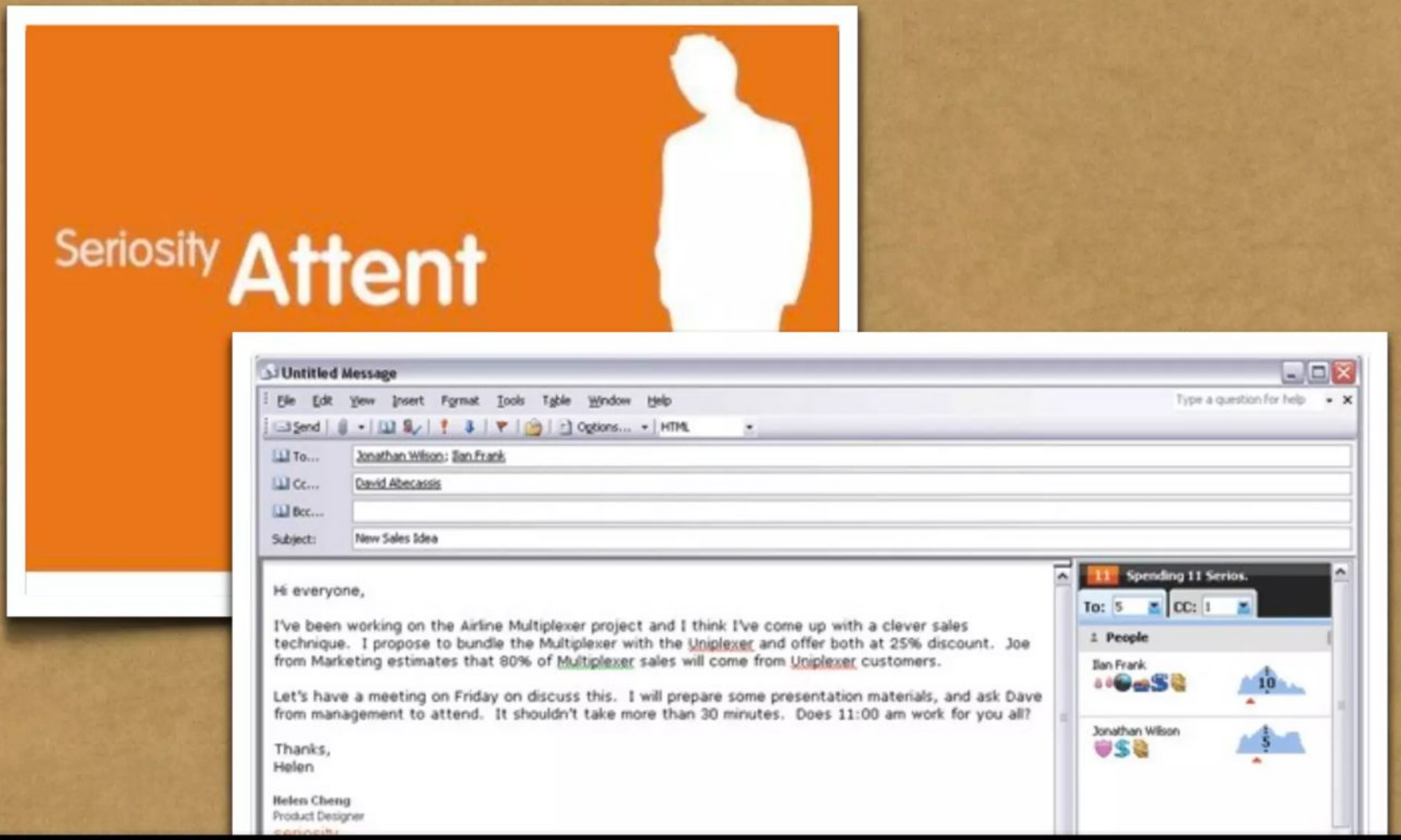
STAND IN THE USER'S WAY


PiTaPa
ご利用いただけます
日本語
ENGLISH
地下鉄
きっぷ
地下鉄
バス連絡
地下鉄
SUBWAY
こども
CHILD
福祉
Ticket
For ticket, drag red
dot through labyrinth
よびだし
CALL
ATTENDANT
とりけし
CANCEL
料金ボタン
FARE BUTTON
1
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7
8
9
*
0
#

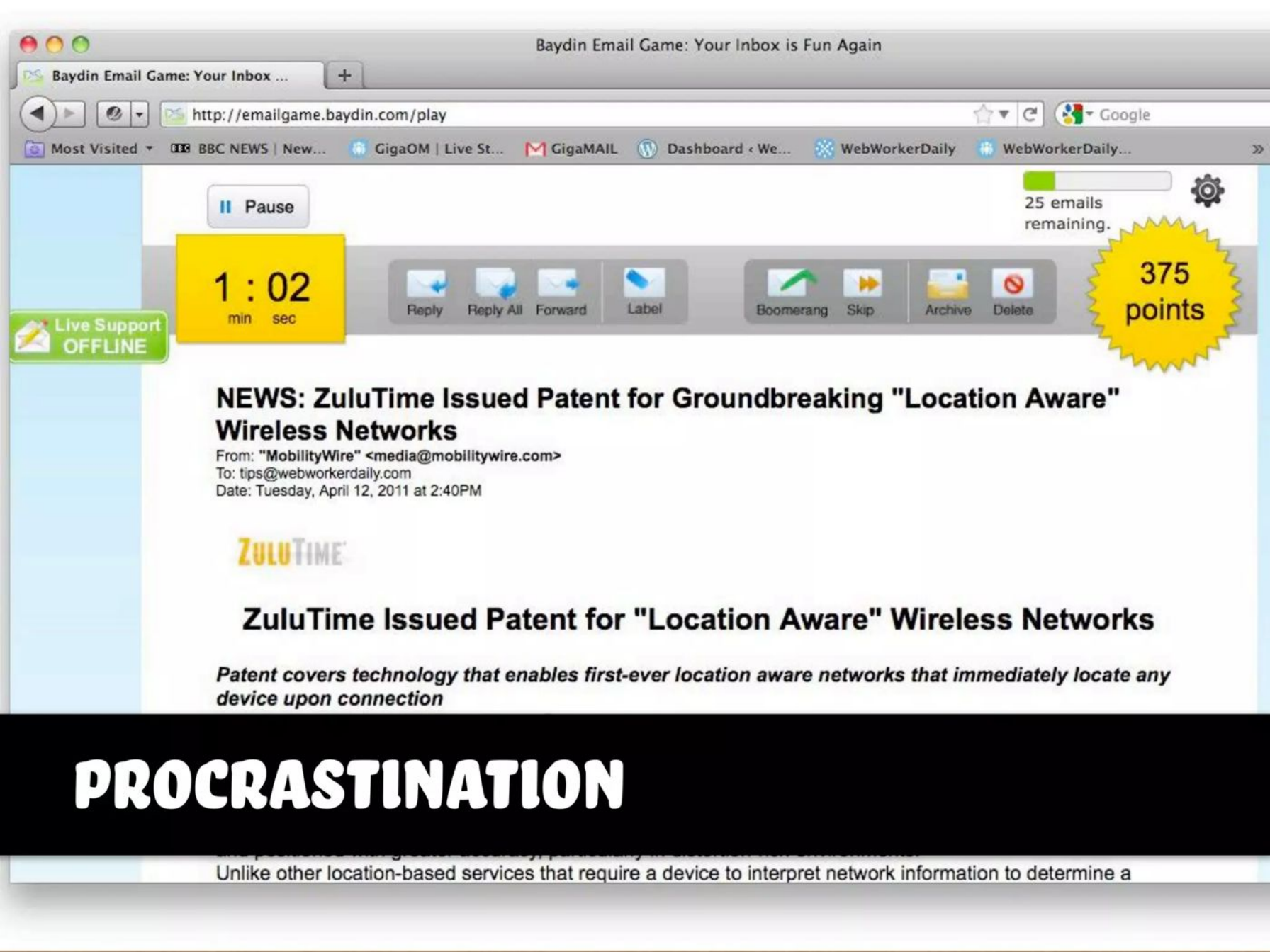

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CALL
ATTENDANT
とりけし
CANCEL
料金ボタン
FARE BUTTON
1 2 3
4 5 6
7 8 9
* 0 #

CORE CHALLENGE OF E-MAIL?

- Maximum output?
- Correct, polite, actionable?
- Prioritized?
- Fast answers?
- Check less often?
- Inbox Zero?



PRIORITIZATION


Baydin Email Game: Your Inbox is Fun Again
Baydin Email Game: Your Inbox ...
http://emailgame.baydin.com/play
Google
Most Visited
BBC NEWS | New...
GigaOM | Live St...
GigaMAIL
Dashboard ‹ We...
WebWorkerDaily
WebWorkerDaily...
Pause
1 : 02
min sec
25 emails remaining.
Reply
Reply All
Forward
Label
Boomerang
Skip
Archive
Delete
375 points
Live Support OFFLINE
NEWS: ZuluTime Issued Patent for Groundbreaking "Location Aware" Wireless Networks
From: "MobilityWire" <media@mobilitywire.com>
To: tips@webworkerdaily.com
Date: Tuesday, April 12, 2011 at 2:40PM
ZULUTIME
ZuluTime Issued Patent for "Location Aware" Wireless Networks
Patent covers technology that enables first-ever location aware networks that immediately locate any device upon connection
PROCRASTINATION
Unlike other location-based services that require a device to interpret network information to determine a

Action

00 : 02 : 15

Goal: Identify a promising challenge.

1. In your teams of two, identify challenges **inherent** in the activity you targeted – things that (a) are not due to poor usability etc., (b) the user can learn to get better at.

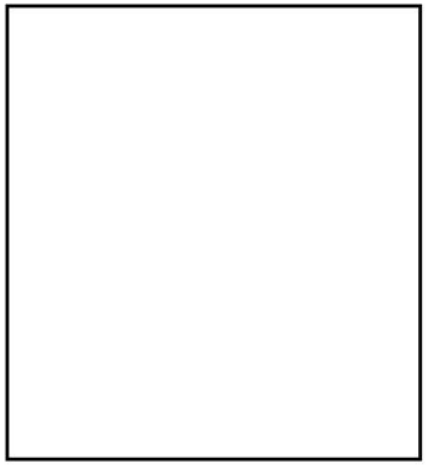
2. Pick a promising challenge and note it under "**Challenge**". 

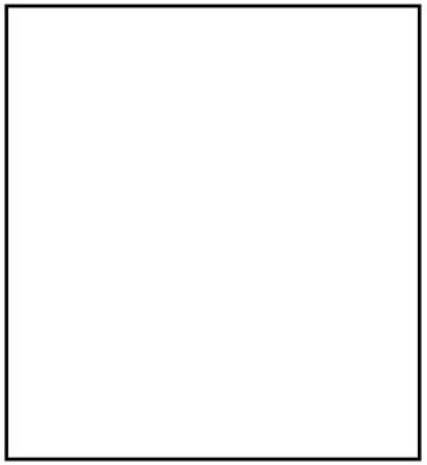
Business goals

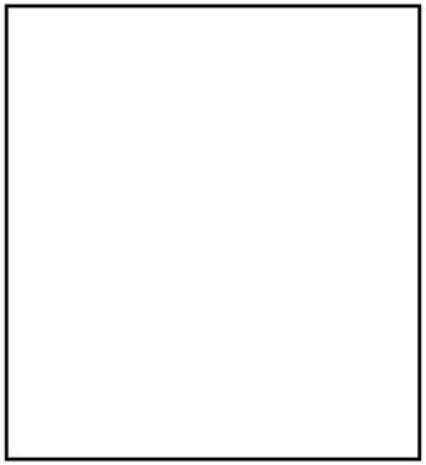
User needs



A FIRST TRY

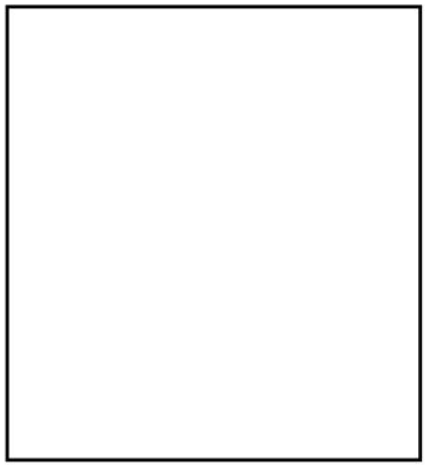


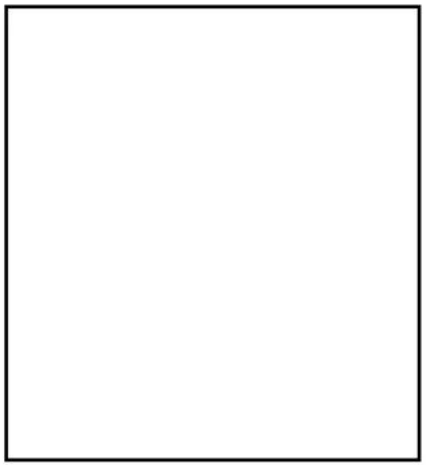


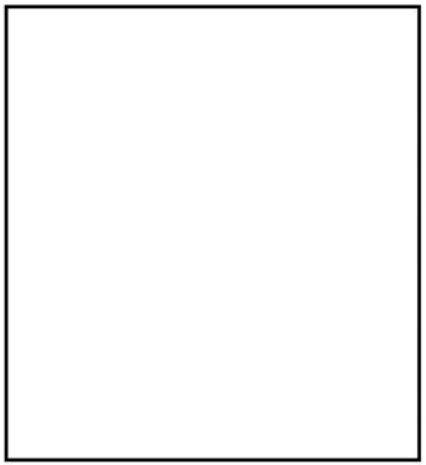


TITLE

CORE IDEA







ELEMENTS

Motivation What motivation fuels the user? How is that motivation satisfied?

Goal/call to action What goal does the user pursue? How is it suggested to the user?

Action & resource What does the user do with what to achieve that goal?

Challenge What's the learnable challenge? What are rules & constraints?

Immediate feedback How does the user learn about the success of her action?

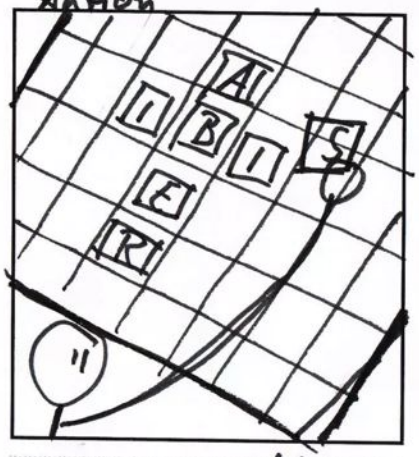
Progress feedback How does the user learn about her progress toward her motive over time?

Storyboard: Spiel

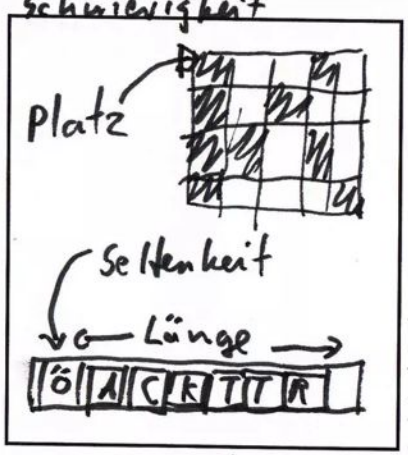
coding conduct
Persuasive Design for digital media



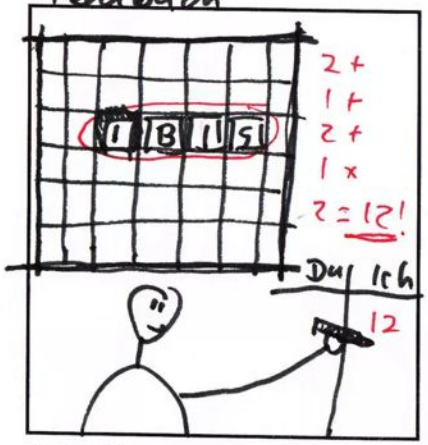
Zufällig Steine ziehen



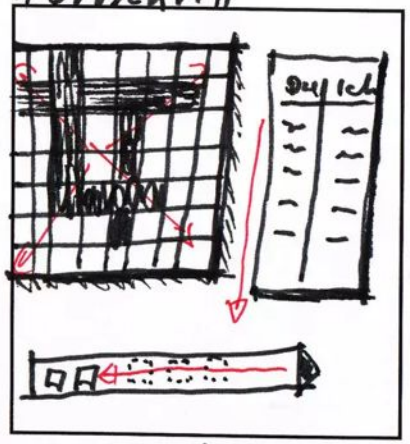
Steine an bestehende Steine anlegen



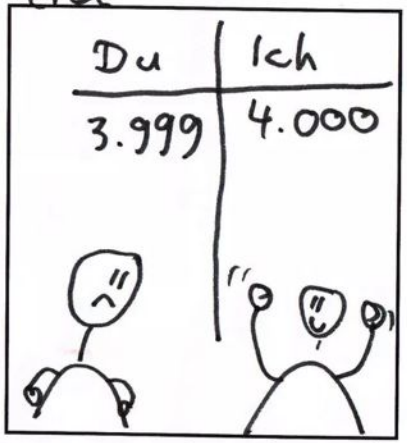
Komplizierte Wörter an guten Stellen legen



- Brett wird leer
- Spielbrett wird voll
- Punkte auf Zettel



- Feld füllt sich
- Bank leert sich
- Punkte steigen



Die meisten Punkte sammeln

TITEL

"Scrabble"

CLAIM

Finde die Wörter

IDEE

Spieler müssen aus zufälligen Buchstaben möglichst komplizierte Wörter bauen – und auf einem Brett platzieren

ELEMENTE

Aktion/Ressource Was tut der Nutzer womit?

Schwierigkeit Worin liegt die lernbare Herausforderung?

Feedback Welche Rückmeldung teilt mit, wie erfolgreich der Nutzer war?

Fortschritt Woran sieht der Nutzer seinen Fortschritt zum Ziel?

Ziel Welche Ziele strebt der Nutzer an?

Action

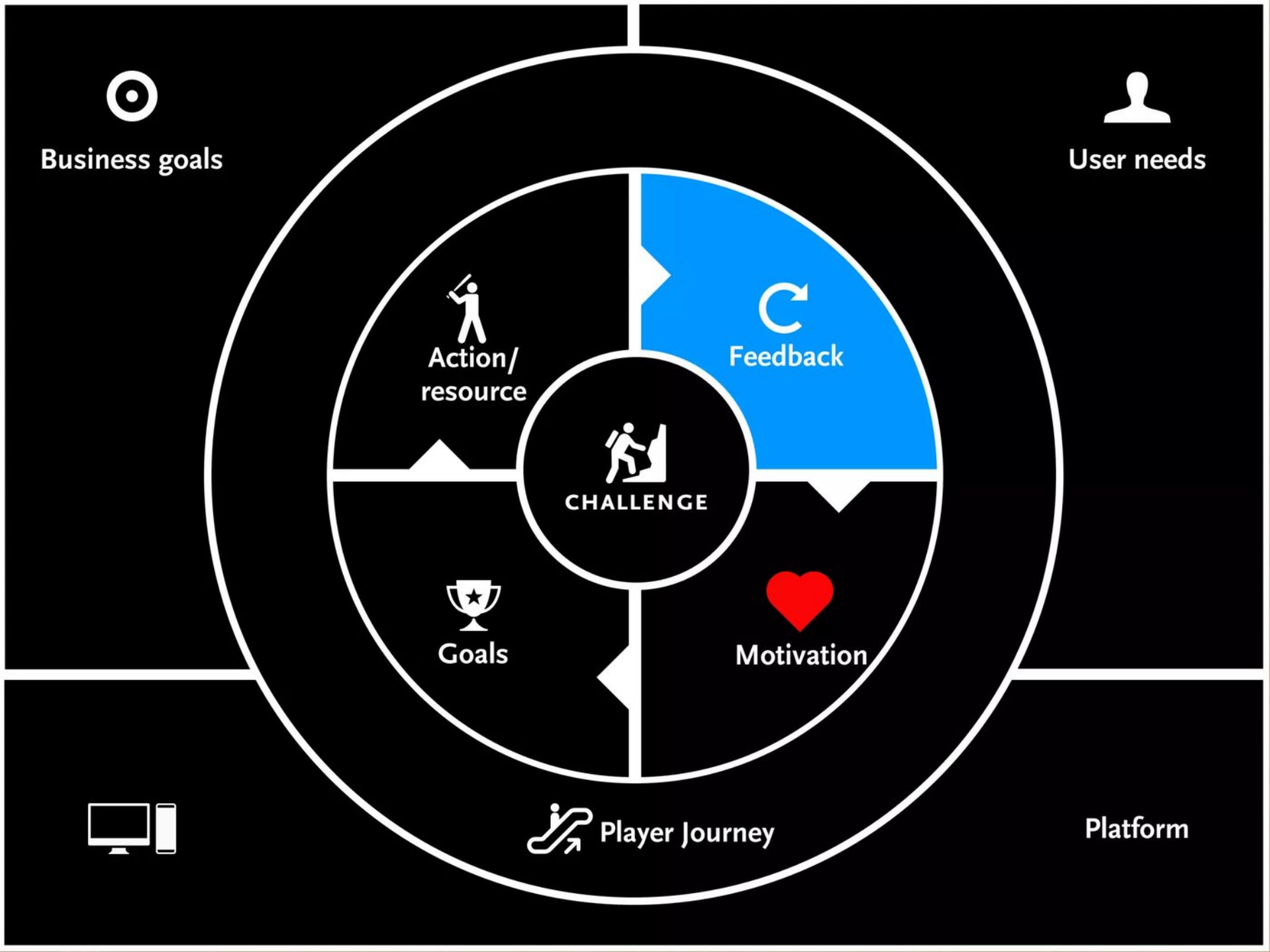


Goal: Fleshing out your ideas into storyboards

1. Individually, look at the **action**, **motivation**, and **challenge** you noted in your engagement loop diagram.

2. Either just fleshing out or taking a fresh start, in your group or individually, draw a storyboard that illustrates how your engagement loop works.

(We will present some designs from those who want.)


Business goals
User needs
Action/
resource
Feedback
CHALLENGE
Goals
Motivation
Player Journey
Platform



IMMEDIATE

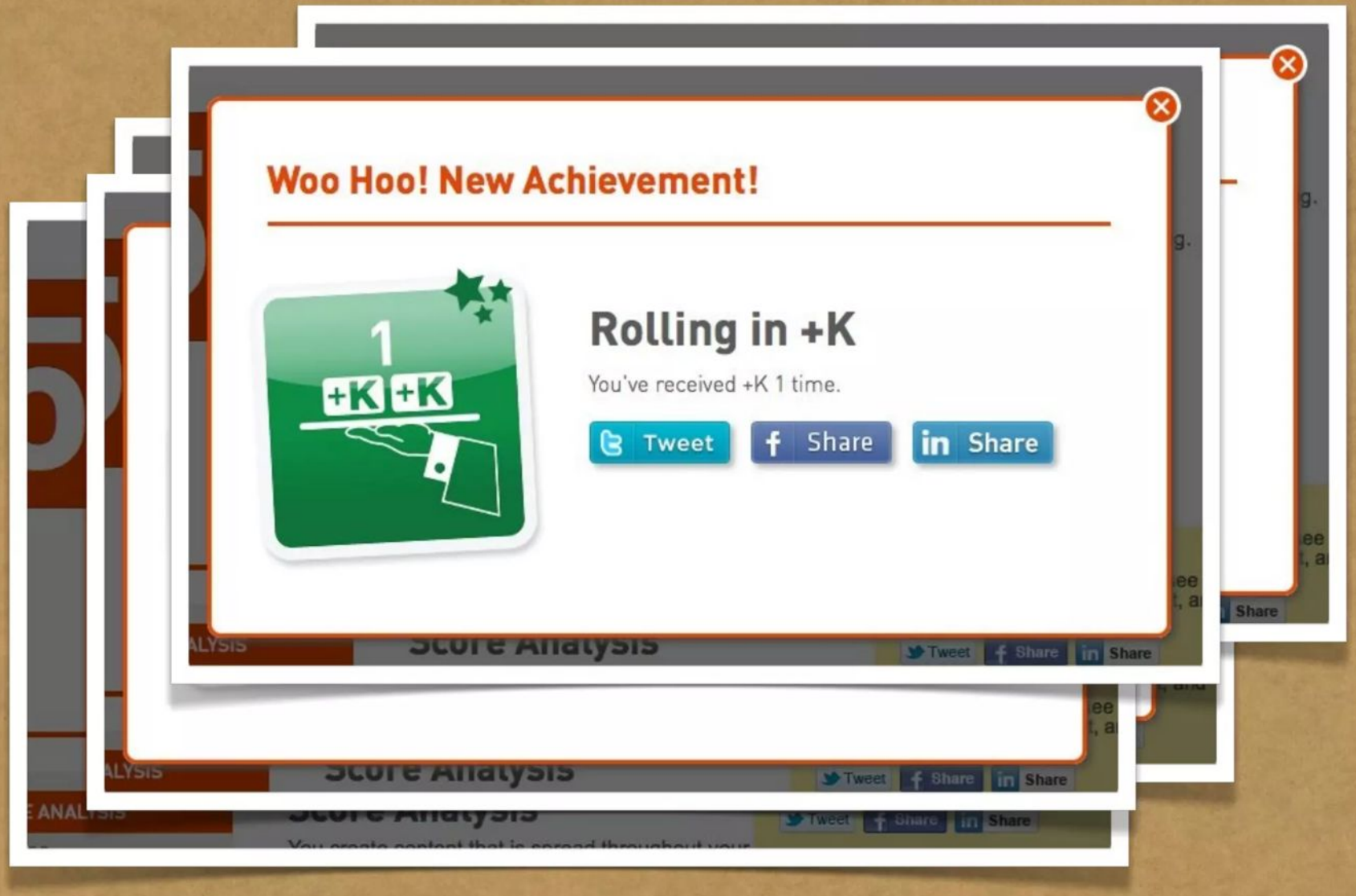
http://www.flickr.com/photos/wongjunhao/2852994074

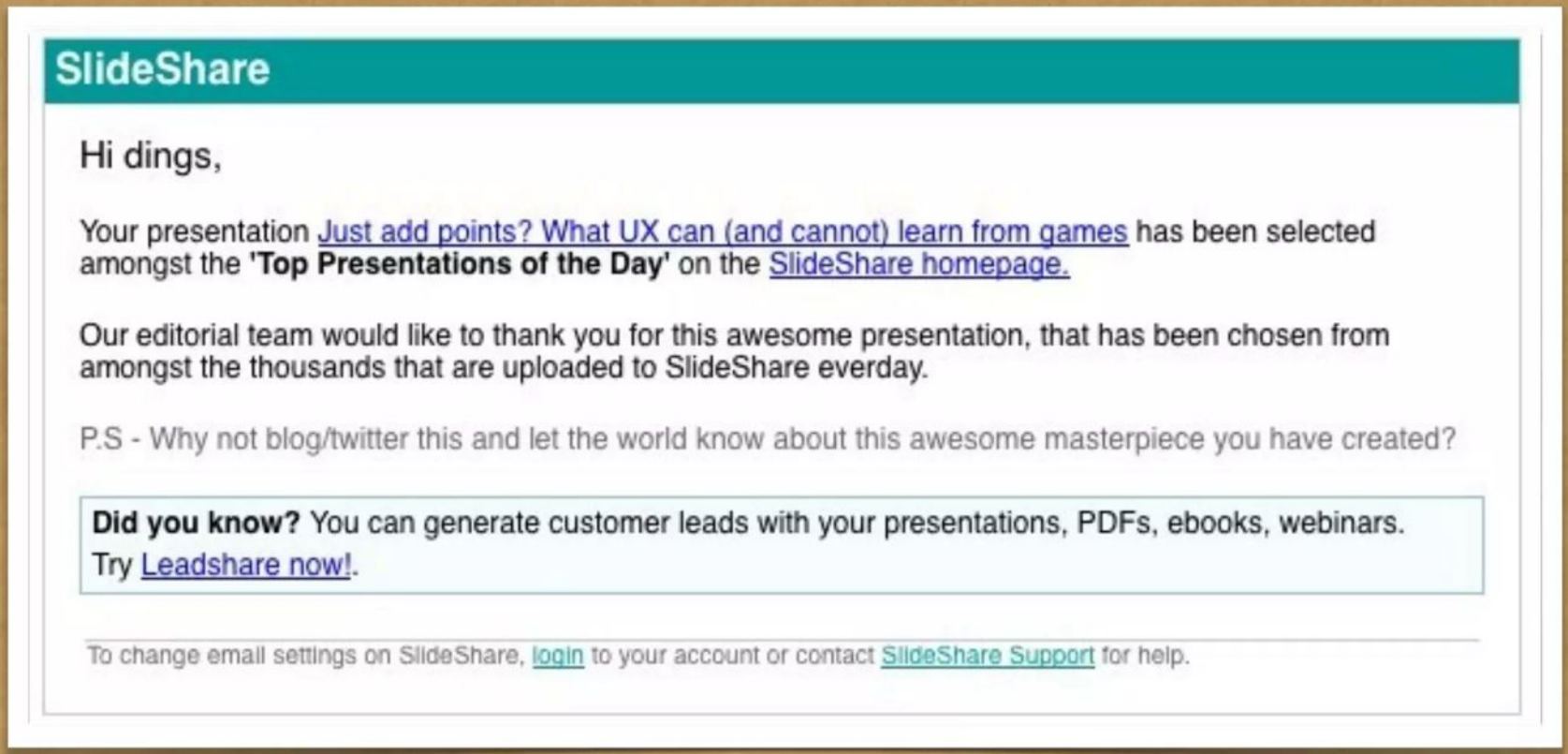

STAGE 4-5
122,980
TOTAL SCORE
5,039,470
REPLAY
REPLAY
2
x10
x5
x3
x2
MENU
SAVE

"JUICY"



GLANCEABLE


Woo Hoo! New Achievement!
1
+K +K
Rolling in +K
You've received +K 1 time.
Tweet
Share
Share



APPEALING TO MOTIVATIONS



APPEALING TO MOTIVATIONS


Verizon 3G 1:59 PM
“What is the meaning of life Siri”
I don’t know. But I think there’s an app for that.


AT&T 3:06 PM 83%
Search the web
“Siri remember that I'm gay”
Here’s your reminder:
Reminders
I'm gay
Cancel
Confirm


AT&T 3G 6:55 PM 21%
What can I help you with?
“Carr locksmith”
Uh oh. I hope you have a spare key.
Westchester Drive
Giant Locksmith
0 reviews
1.8 miles
Preston Road
Joe East Enterprises
0 reviews
1.6 miles
Texas 12 Loop
Dallas Locksmith King...
1.6 miles

SURPRISING



ALWAYS BE CLOSING





REWARDS?



GAMING THE SYSTEM

TUMBLARITY SUCKS

Archive Subscribe

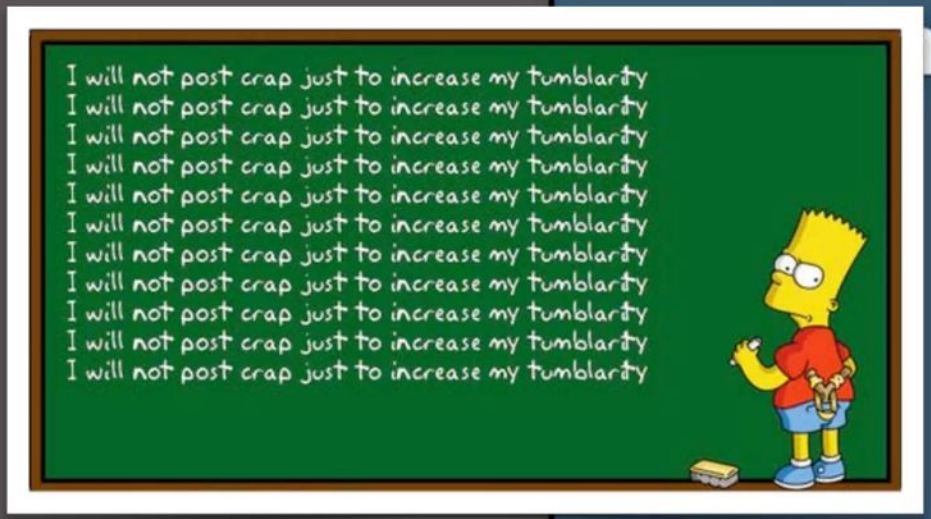
This is dedicated to one of the worst ideas conceived in the history of social networking. May it die a quick death.

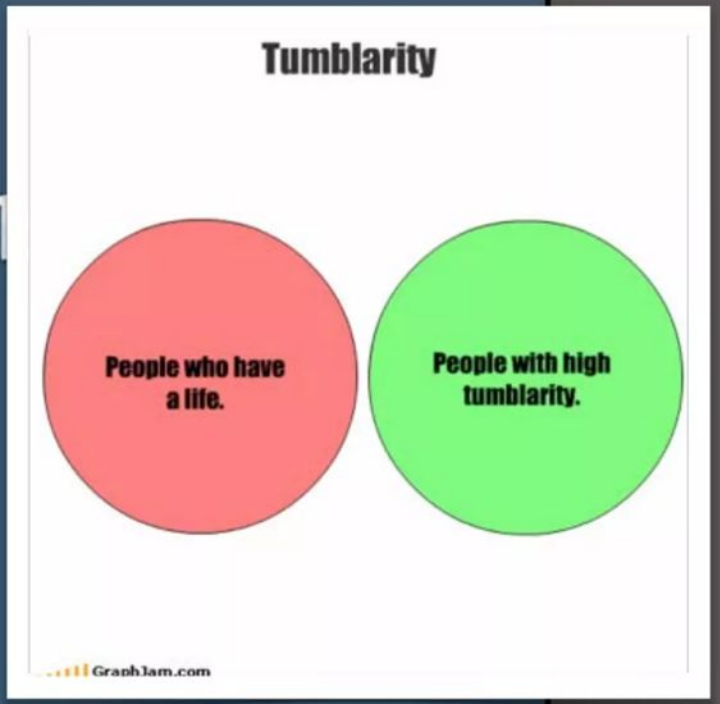
Theme by nostrich.

Search

23RD JULY 2009

PHOTO REBLOGGED FROM MICHELLEOSOPHY WITH 17 NOTES





onlymichelle:

Danger



Frederick E. Allen, Forbes Staff
I am the Leadership Editor of Forbes.
+ Follow (476) Follow 1.2k

LEADERSHIP | 10/21/2011 @ 10:42AM | 7,733 views

Disneyland Uses 'Electronic Whip' on Employees

6 comments, 6 called-out + Comment Now + Follow Comments



Here's an unusual technique for managing your workers: Put up giant TV screens everyone can see that show exactly how fast each person is doing his or her job, and make the numbers glow bright red for those who don't keep up. That might sound like a nightmare scenario from *Nineteen Eighty-Four*, but it's actually what's done right now at those temples of joy Disneyland and Disney World, according to an

THE UNDERMINING EFFECT

Anaheim, Big flat-screen monitors hang from the walls in rooms where uniformed crews do laundry. The monitors are like scoreboards, with employees' work speeds compared to one another. Workers are listed by name, so their colleagues can see who is quickest at loading pillow cases, sheets and other items into a laundry machine.

»An understanding of human motivation requires a consideration of innate psychological needs for *competence*, *autonomy*, and *relatedness*.«

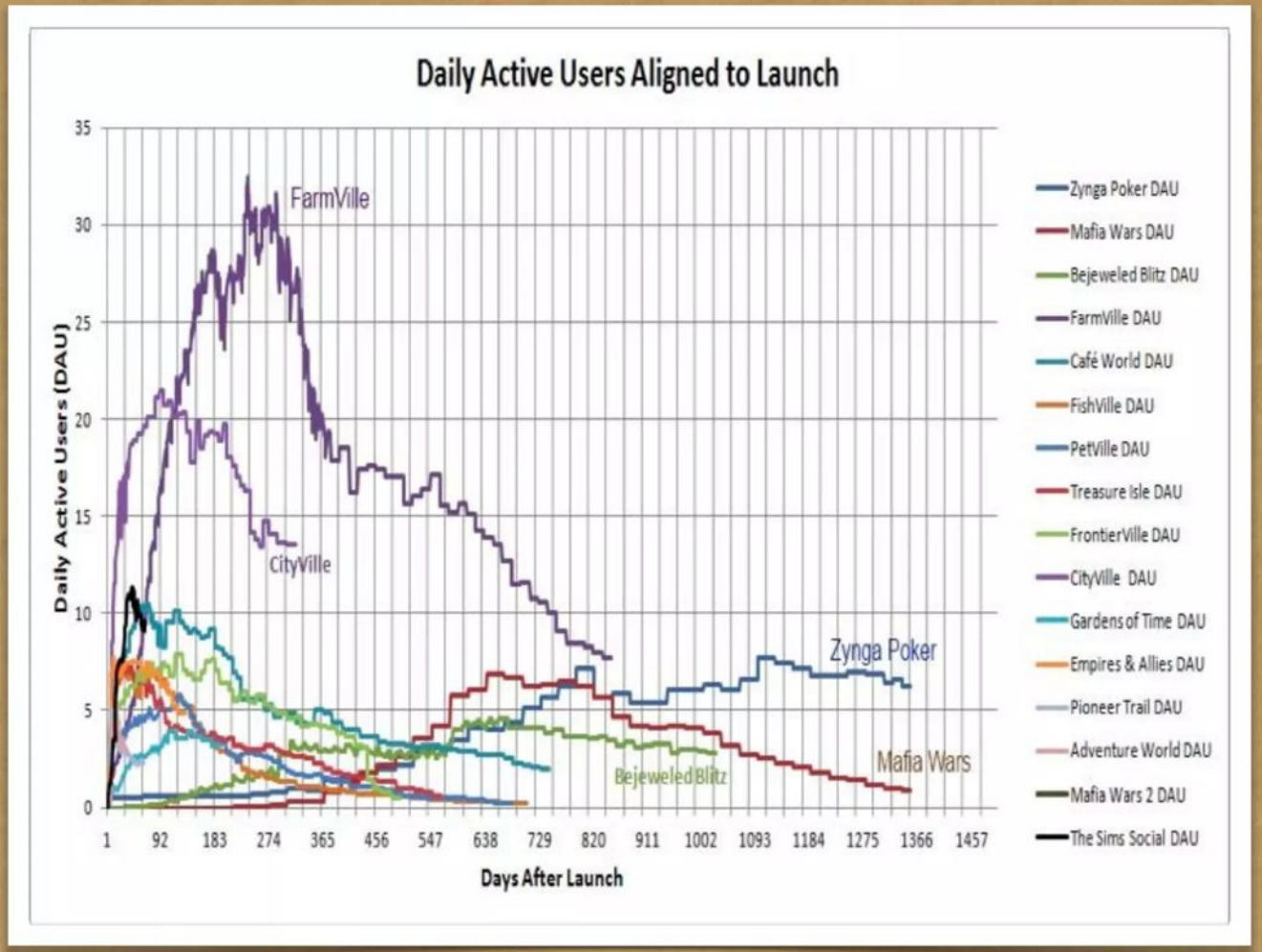


Edward Deci, Richard Ryan

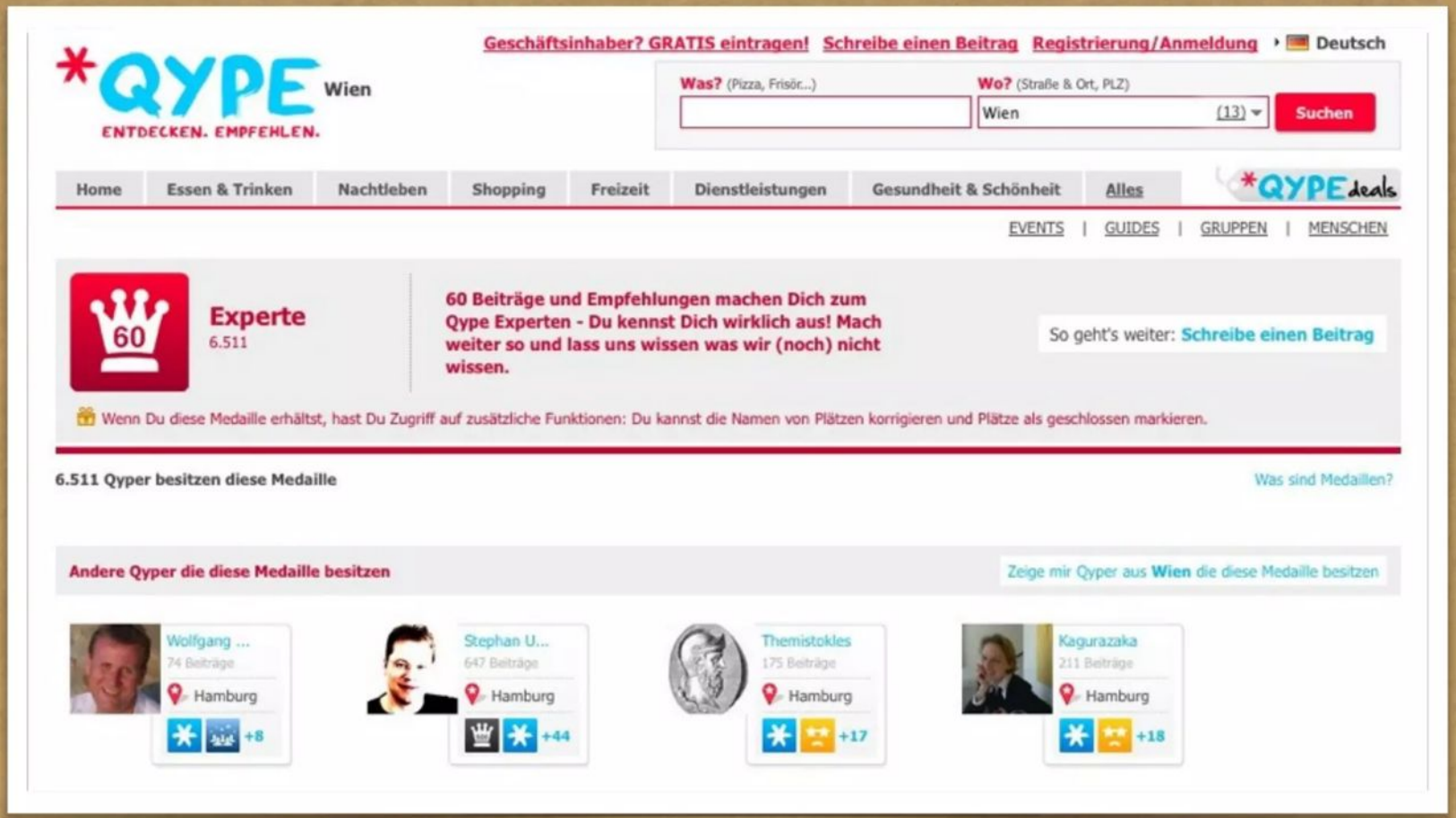
THE WHAT AND WHY OF GOAL PURSUIT (2000)



AVOID CONTROLLING FEEDBACK



EFFECTIVE, BUT NOT SUSTAINABLE



REWARD INTRINSICALLY*

* With more utility, mastery, autonomy, meaning, relatedness

Action

00 : 01 : 01

Goal: Identify ideas for improving your system.

1. Pick one principle and apply it to your design. Note your result under "**Immediate Feedback**". ↻

↻ JUICY

To foster the experience of competence, good feedback is juicy.

- How might you provide an excessive maximum of output on a minimum of input while still being functional?
- How might your feedback speak to all senses?

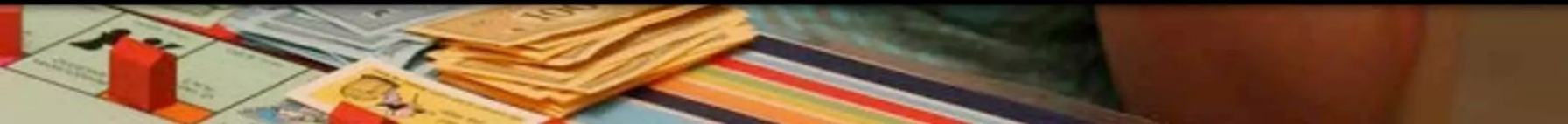
↻ APPEALING TO MOTIVES

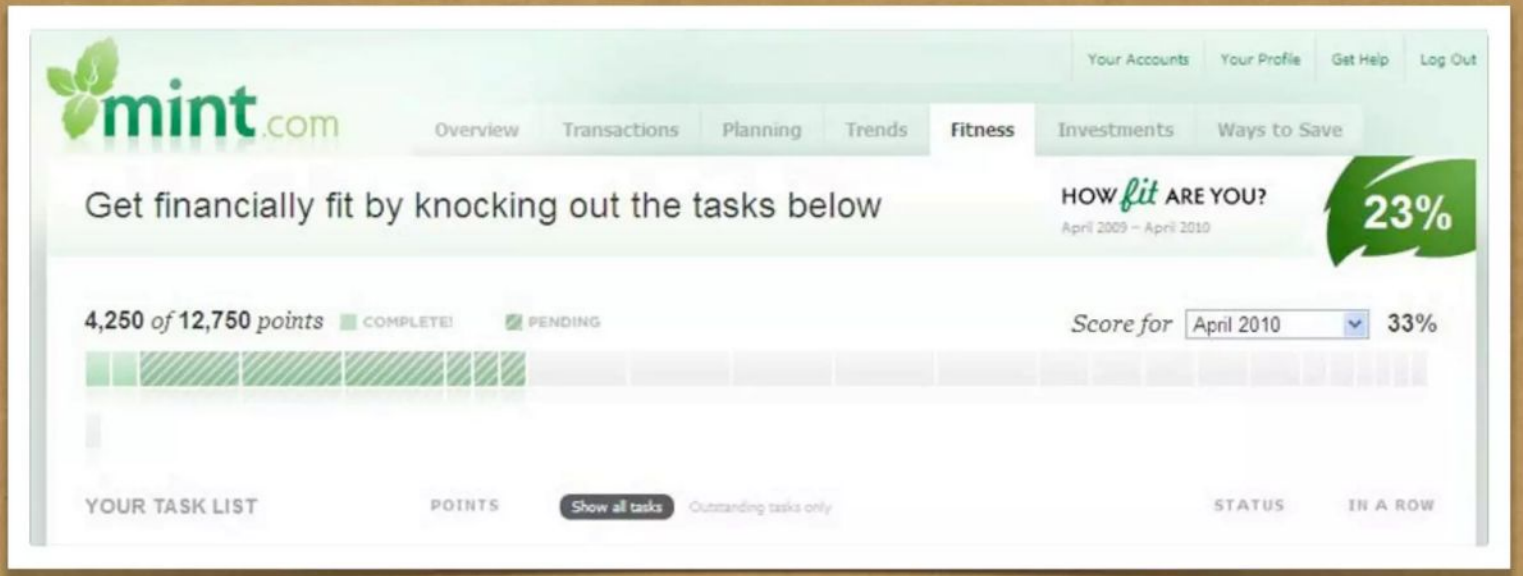
Good feedback elicits the emotions and motivations that drive the activity.

- What motivations and emotions driver your users to engage in your target activity?
- How can you appeal to them in image, sound, text?



PROGRESS FEEDBACK



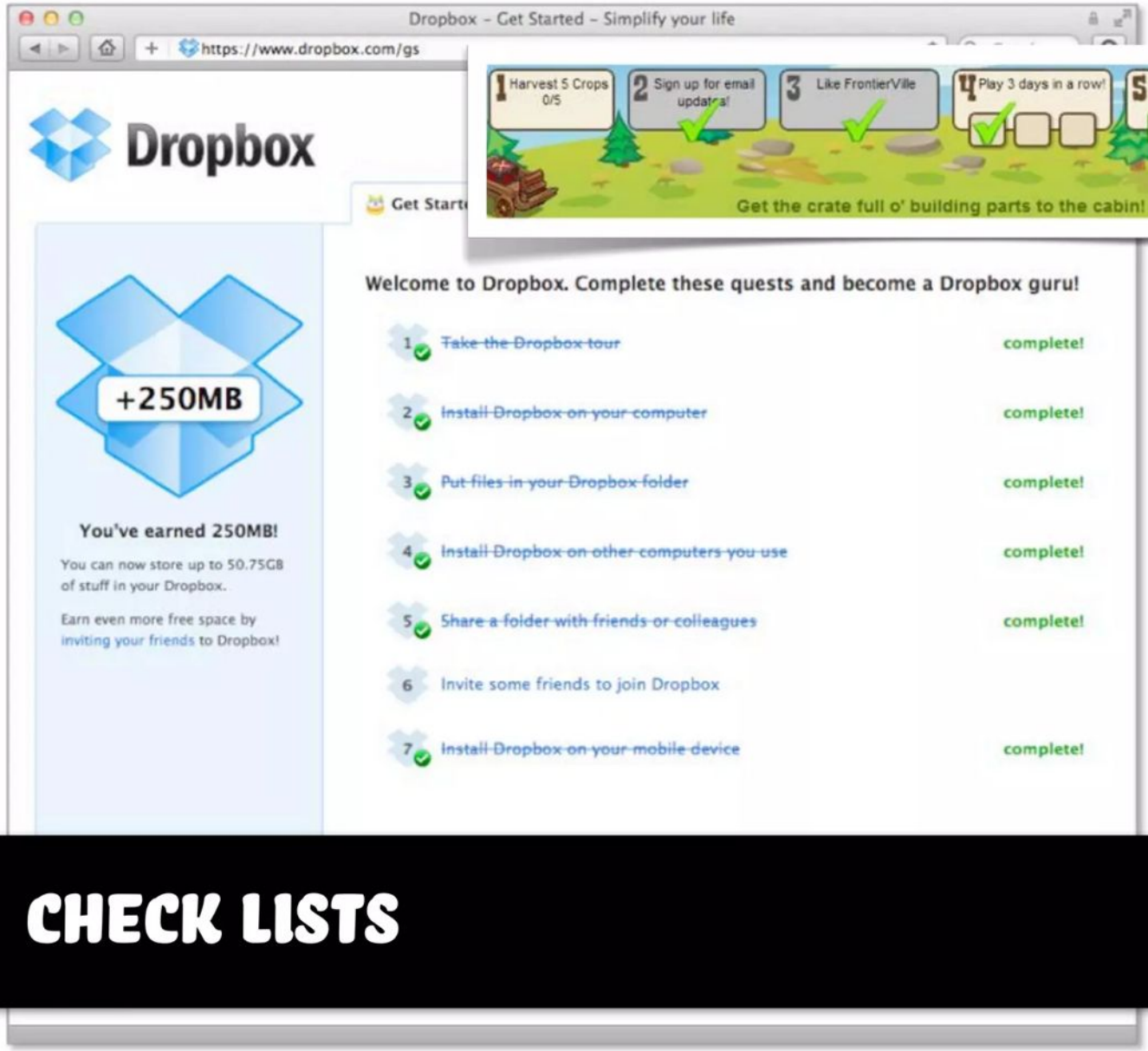




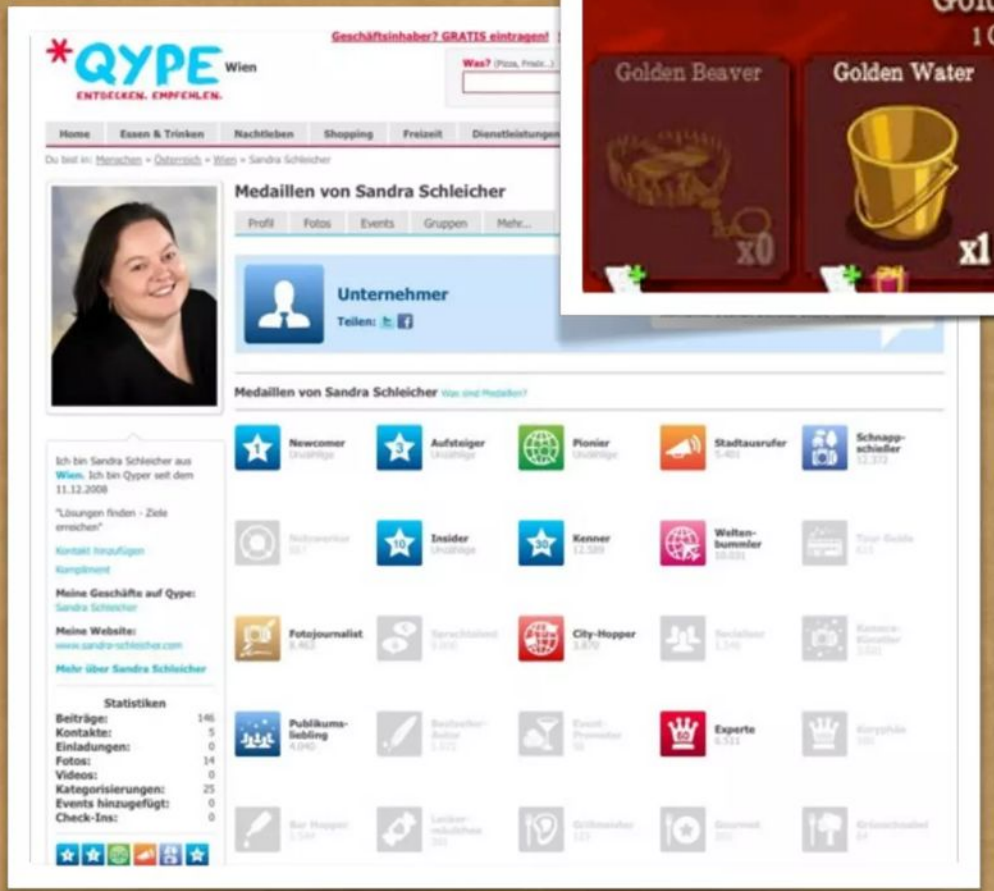
COUNTER & PROGRESS BARS


605
1
25
11
25
2
11
ADD
BONUS!
LEVEL-UP!
2
You're now a
Blitherin' Tenderfoot
Reward(s):
Energy Refill
1 Horseshoe
You've gained a level! V
some Experience out to
LEVEL
SKIP
SHARE EXPE
Paulo's Hom
Add Neighbor
Sebastian
Member since: October 10, 2011
How others see me | Edit My Preferences
View Pulse
sebastiandeterding
(People may not IM you)
sebastian.deterding@...
(People may not contact you)
0%
Best Answer
Level 1
98 Points
152 Points to next level
1 Point this week

LEVELS


Dropbox - Get Started - Simplify your life
https://www.dropbox.com/gs
Dropbox
Get Start
+250MB
You've earned 250MB!
You can now store up to 50.75GB of stuff in your Dropbox.
Earn even more free space by inviting your friends to Dropbox!
Welcome to Dropbox. Complete these quests and become a Dropbox guru!
1 Take the Dropbox tour complete!
2 Install Dropbox on your computer complete!
3 Put files in your Dropbox folder complete!
4 Install Dropbox on other computers you use complete!
5 Share a folder with friends or colleagues complete!
6 Invite some friends to join Dropbox
7 Install Dropbox on your mobile device complete!
1 Harvest 5 Crops 0/5
2 Sign up for email updates!
3 Like FrontierVille
4 Play 3 days in a row!
5 Get 5 neighbors 0/5
OKAY!
Get the crate full o' building parts to the cabin!

CHECK LISTS







COLLECTIONS

Action

00 : 01 : 01

Goal: Identify ideas for improving your system.

1. Think about how to improve progress feedback in your design. Note the results under "**Progress Feedback.**"

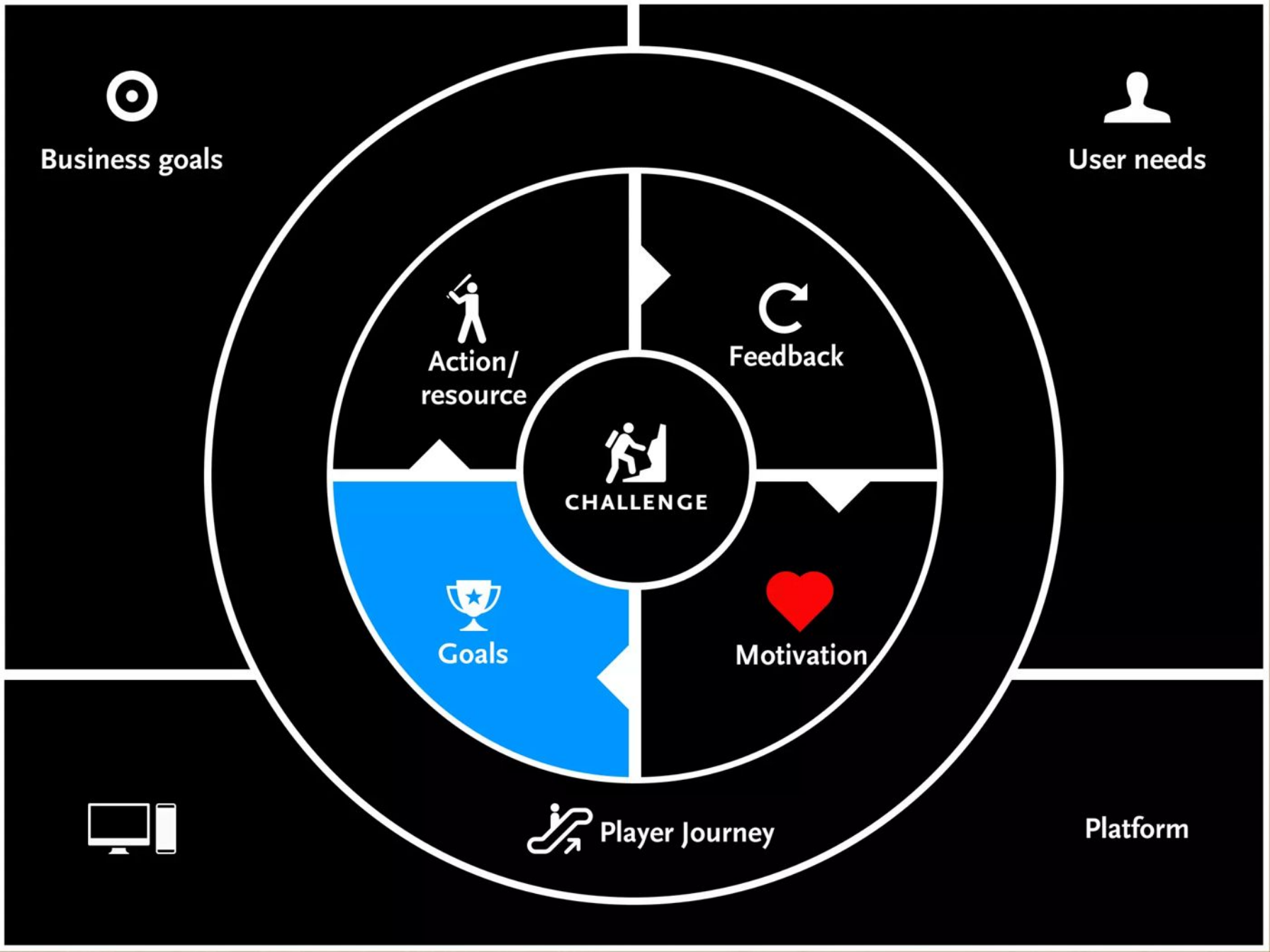




GRASPABLE PROGRESS

Good feedback makes the current status and progress of the user graspable.

- How might you make sensual, tactile what the user has already achieved?
- How might you use progress indicators to suggest next goals to the user?


Business goals
User needs
Action/
resource
Feedback
CHALLENGE
Goals
Motivation
Player Journey
Platform

Create account Log in

SMART criteria

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Edit links

This article **may be in need of reorganization to comply with Wikipedia's layout guidelines.** Please help by editing the article to make improvements to the overall structure. *(September 2012)*

SMART is a mnemonic, giving criteria to guide in the setting of objectives, for example in project management, employee performance management and personal development. The letters broadly conform to the words **specific**, **measurable**, **attainable**, **relevant** and **time-bound**.

SMART criteria are commonly attributed to Peter Drucker's management by objectives concept.[1] The first known use of the term occurs in the November 1981 issue of *Management Review* by George T. Doran.[2]

SMARTER gives two additional criteria, **evaluate** and **reevaluate**, intended to ensure that targets are not forgotten.

Contents [hide]

1 History
2 Other definitions
3 Developing SMART goals
3.1 Specific
3.2 Measurable
3.3 Attainable
3.4 Relevant
3.5 Time-bound
4 See also
5 References

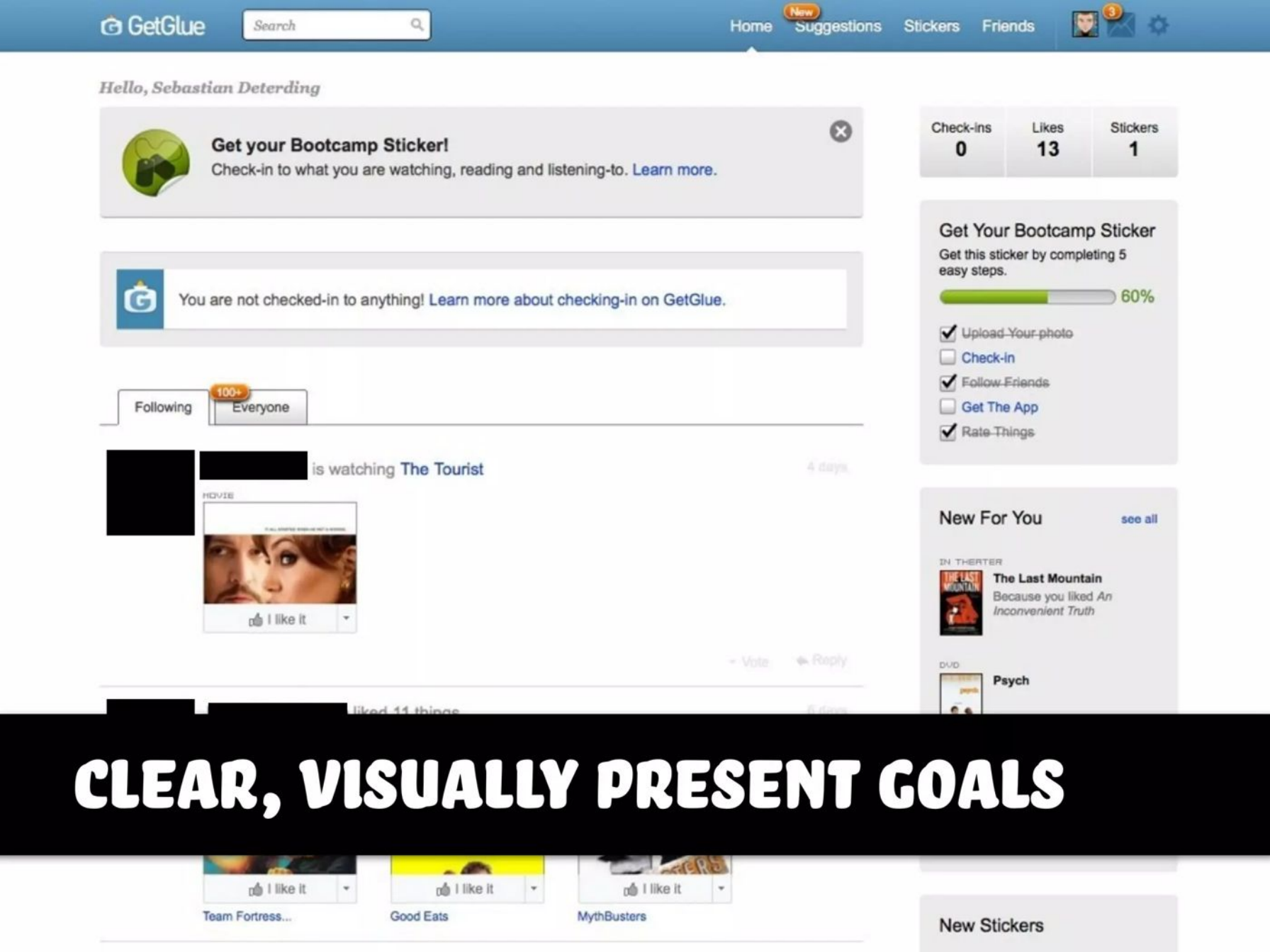
REMEMBER?

Ideally speaking, each corporate, department, and section objective should be:

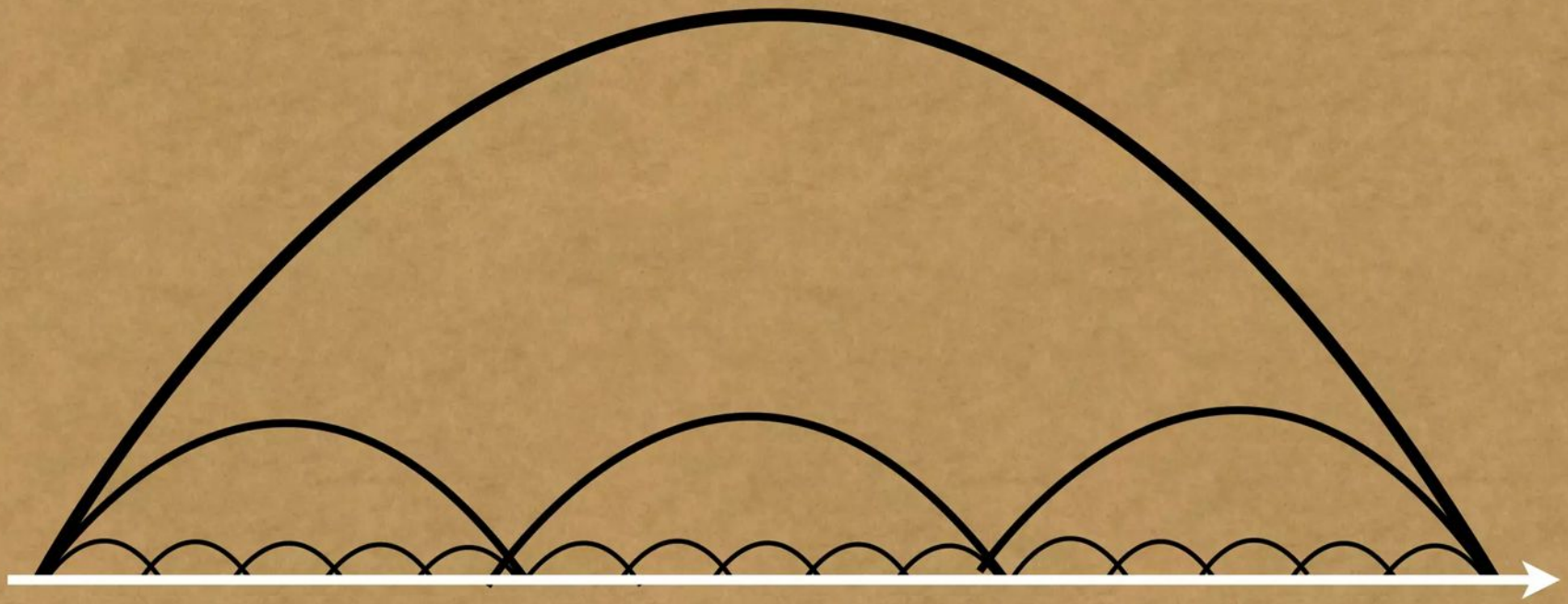
- *Specific* – target a specific area for improvement.
- *Measurable* – quantify or at least suggest an indicator of progress.
- *Assignable* – specify who will do it.

S.M.A.R.T. GOALS

- Specific
- Measurable
- Achievable
- Relevant
- Time-based



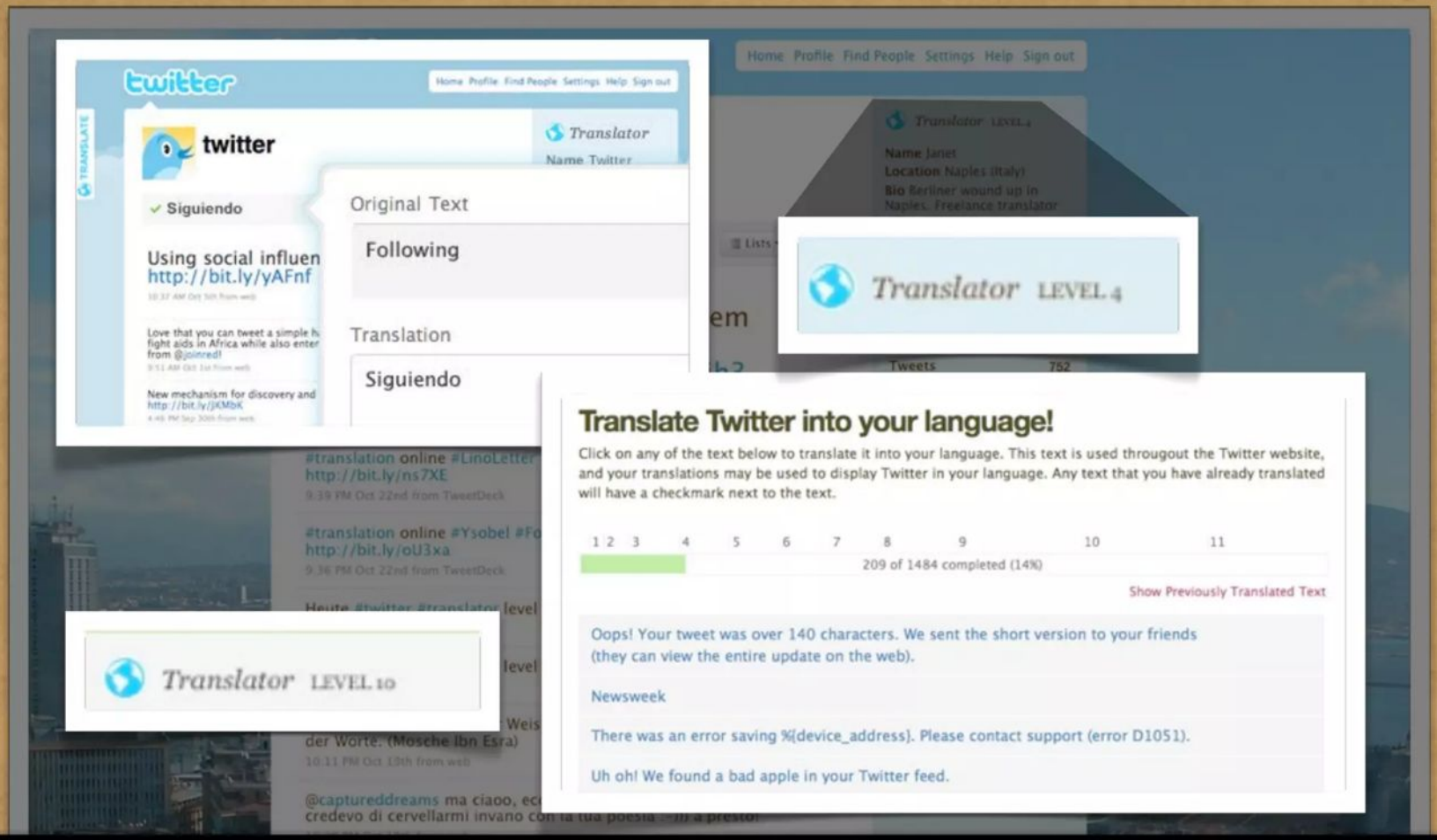
CLEAR, VISUALLY PRESENT GOALS



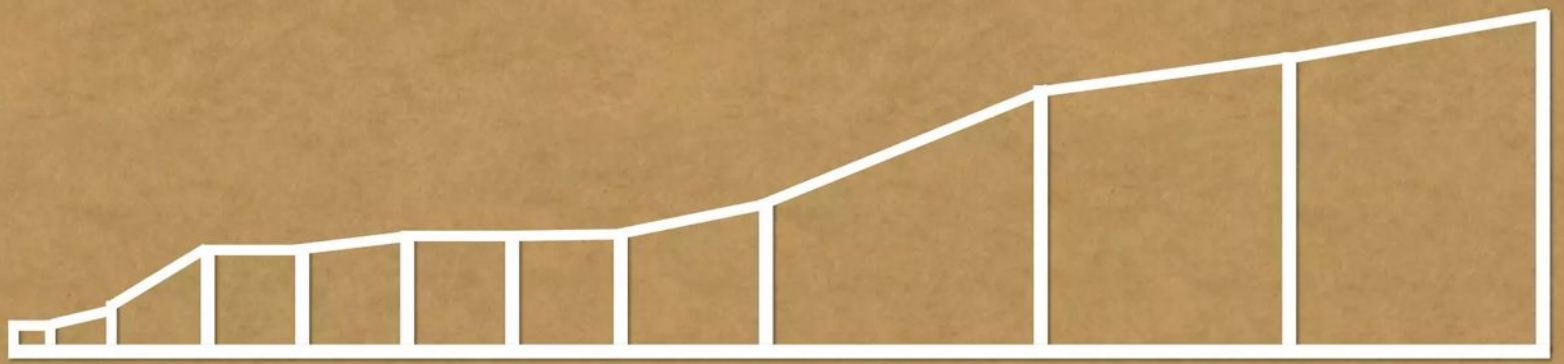
STRUCTURED FLOW OF GOALS

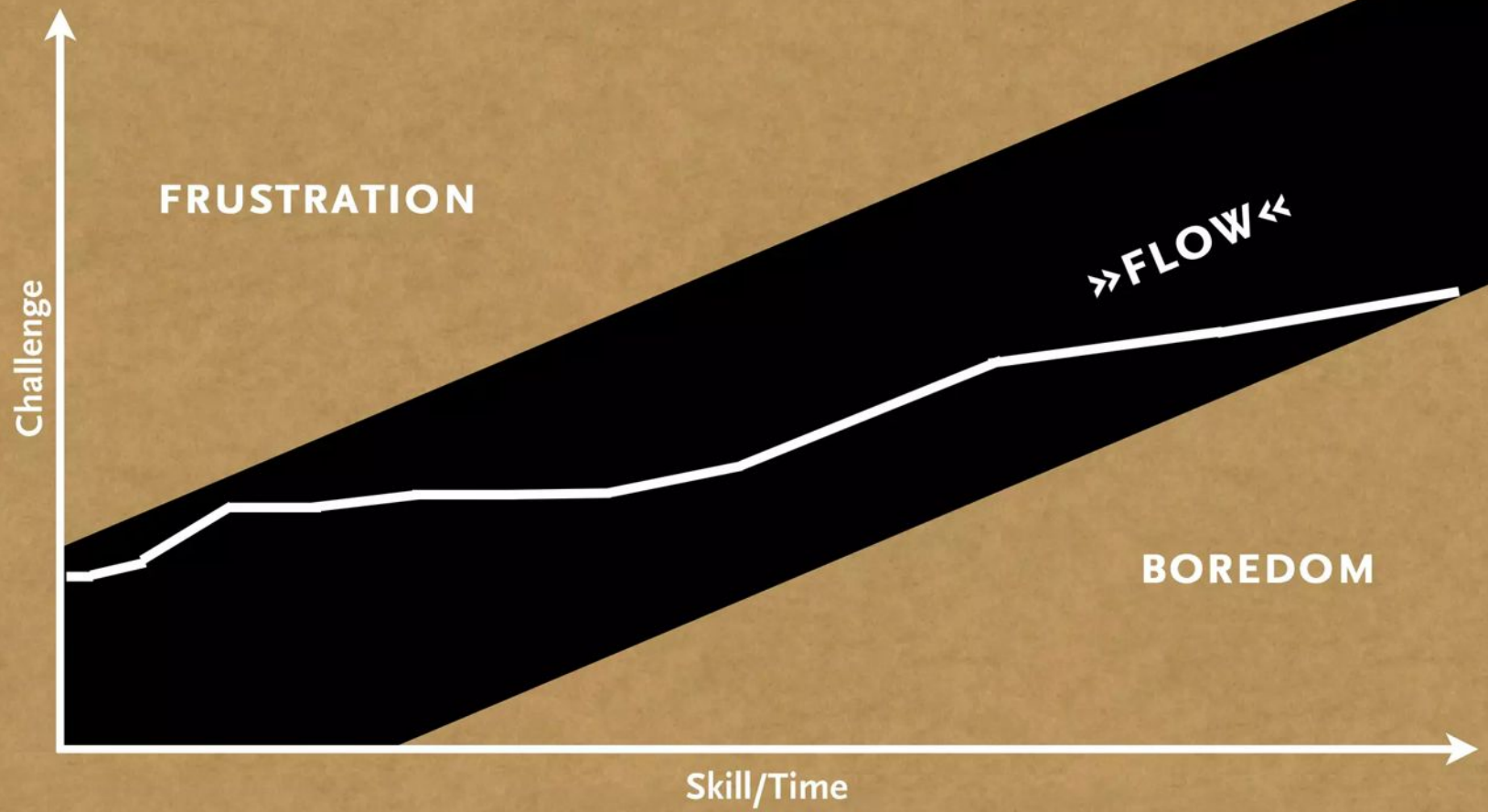

6,360
6
13
340
7
02
ADD COINS & CASH
NEW GOALS!
CHRISTOPHEVILLE
POPULATION: 50/120
Sebastian
Samantha
ADD FRIEND
ADD FRIEND
ADD FRIEND
ADD FRIEND
ADD FRIEND
2
1
20
20
BUILD


6,360
More in 1:47
7
02
BUILD A BAKERY!
Build me a divine bakery!
Buy a Bakery
Supply a Bakery with Goods
Collect from a Bakery
0 / 1
Andre says:
HINT: Collect coins only after 10 customers are served.
OKAY
ADD FRIEND
ADD FRIEND
ADD FRIEND
ADD FRIEND
ADD FRIEND
1
1
20
20
BUILD



SCAFFOLDED CHALLENGE


1 2 3 4 5 6 7 8 9 10 11
209 of 1484 completed (14%)





Mihaly Csikszentmihalyi

FLOW: THE PSYCHOLOGY OF OPTIMAL EXPERIENCE



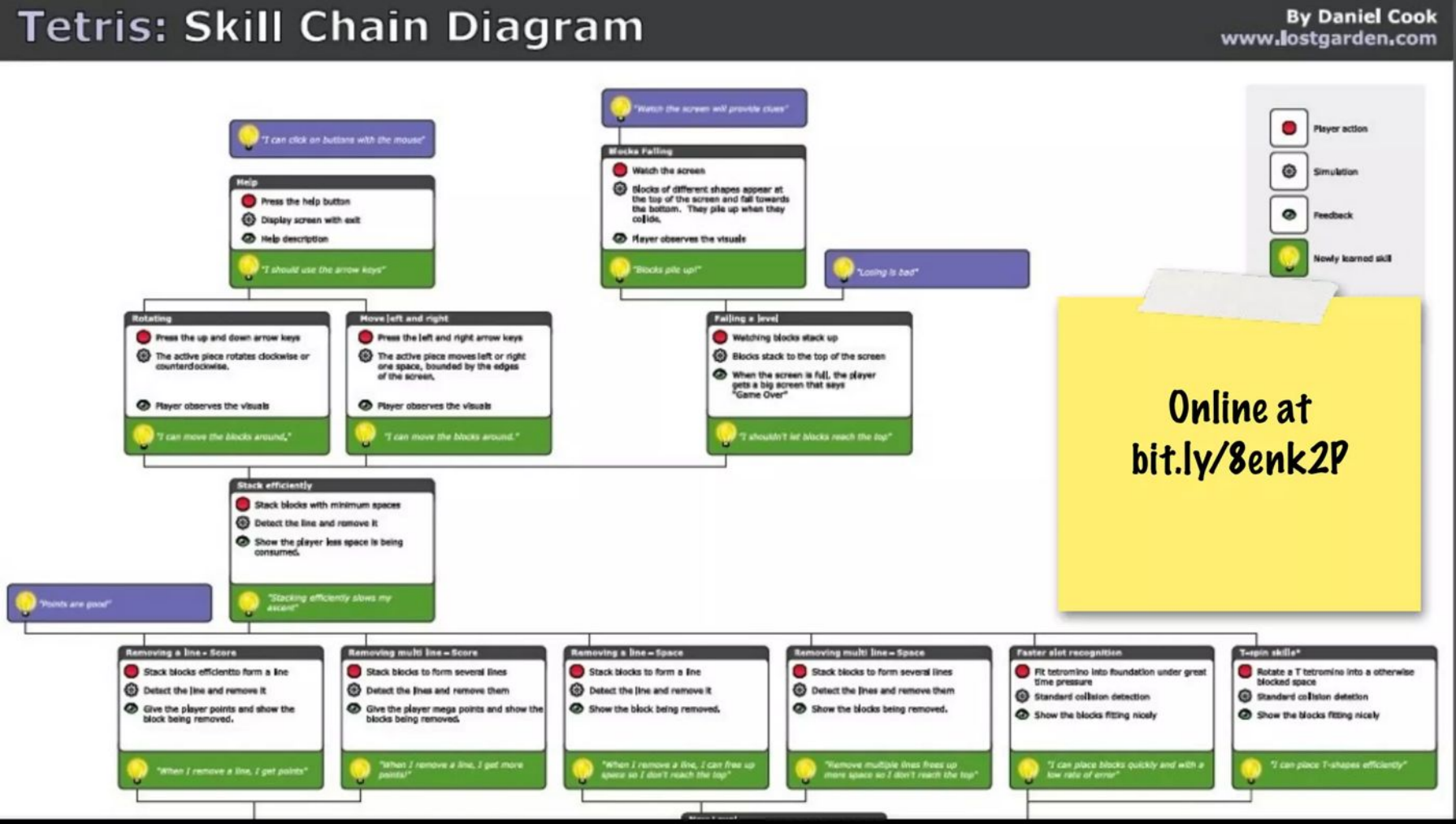




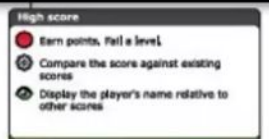
NOT JUST MORE OF THE SAME ...

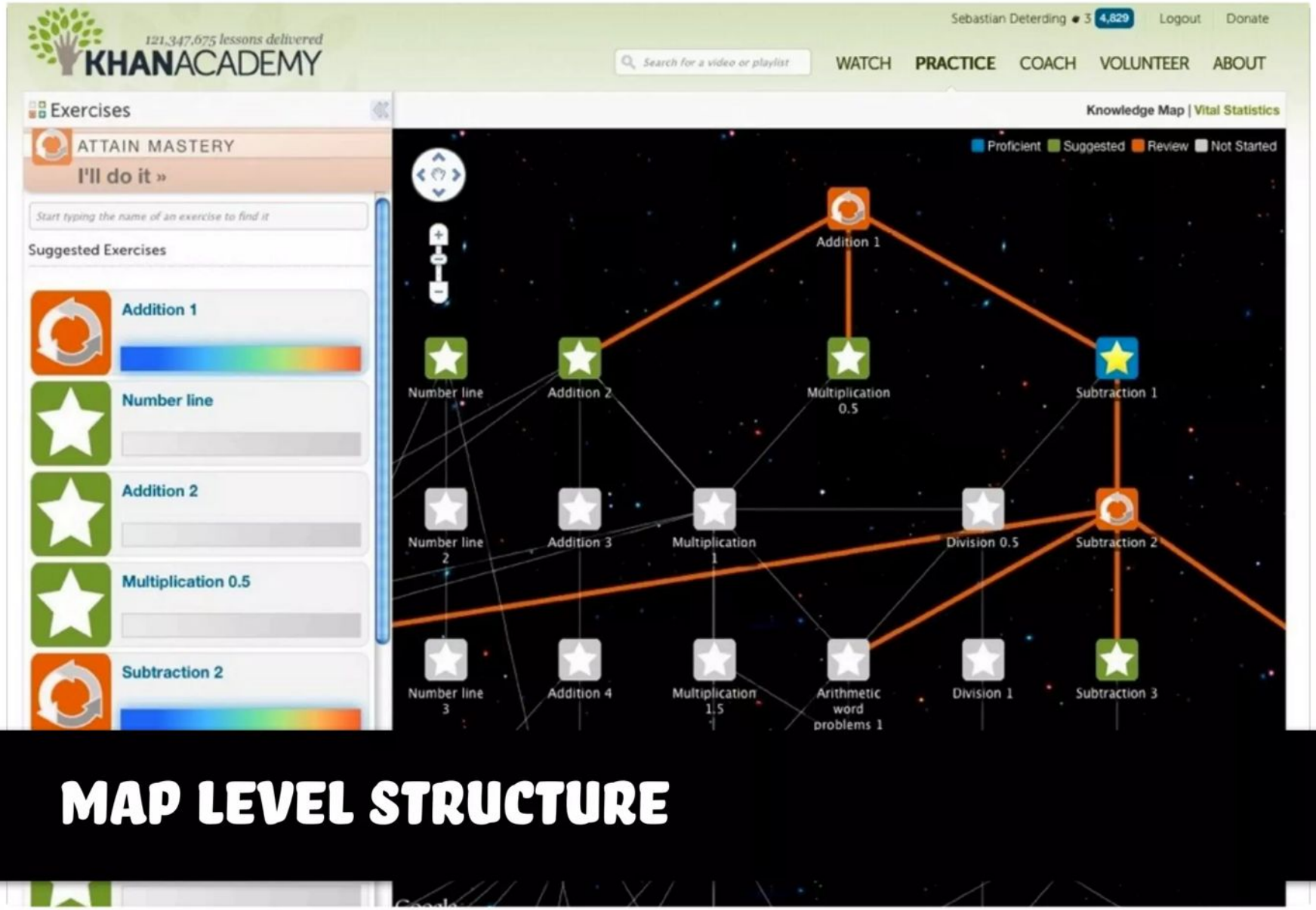


... BUT MORE COMPLEX

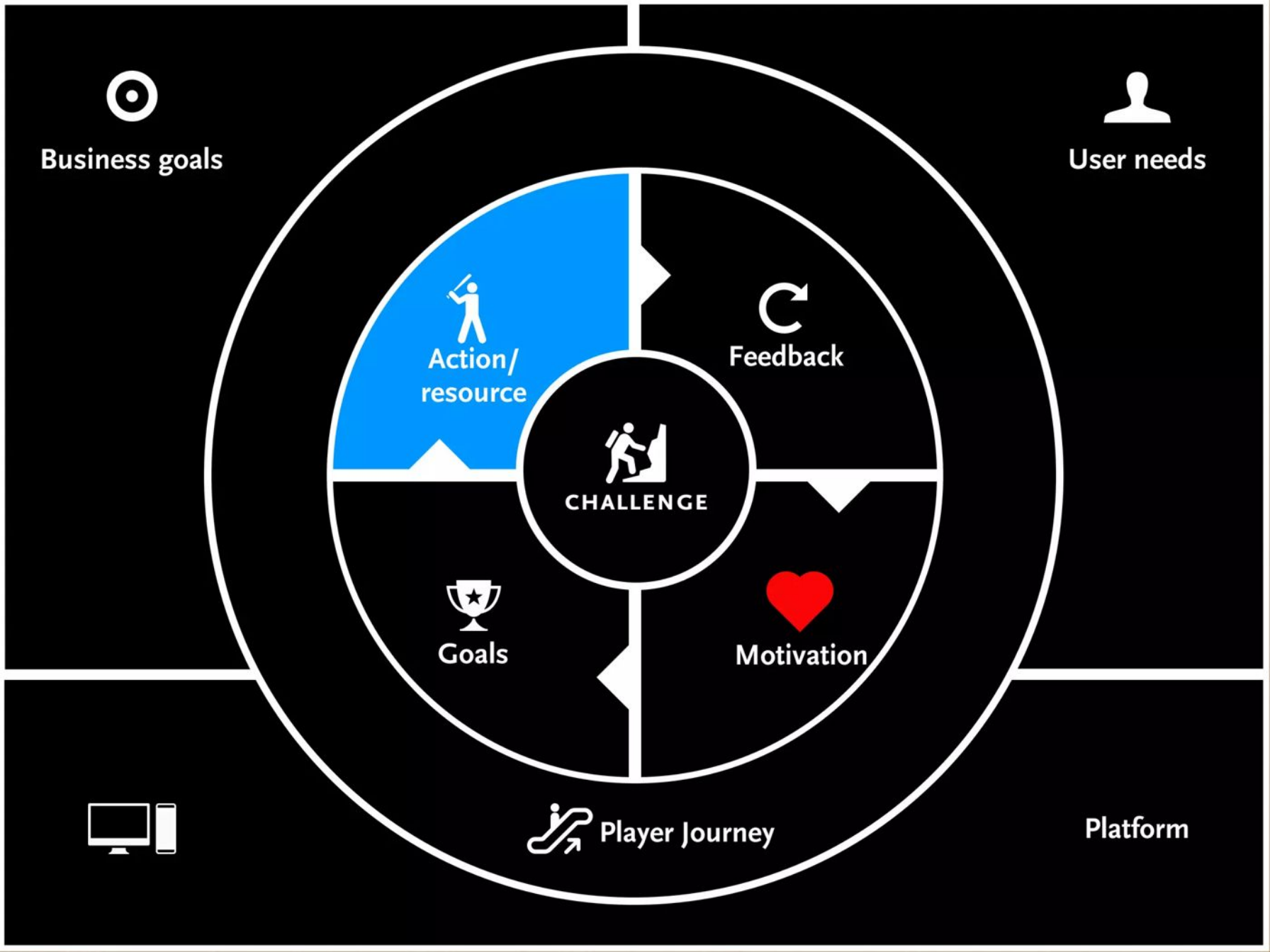


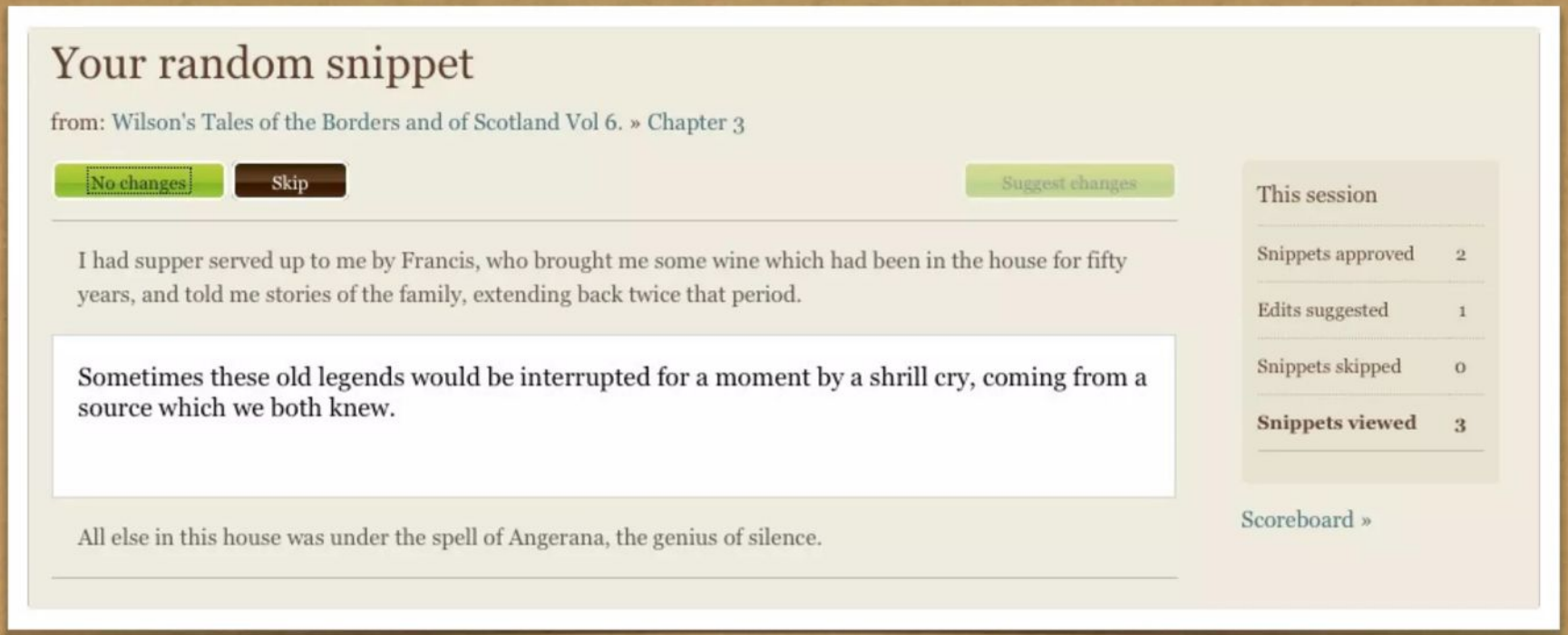
ANALYSE SKILL LOOPS/CHAINS





MAP LEVEL STRUCTURE


Business goals
User needs
Action/
resource
Feedback
CHALLENGE
Goals
Motivation
Player Journey
Platform


Your random snippet
from: Wilson's Tales of the Borders and of Scotland Vol 6. » Chapter 3
No changes
Skip
Suggest changes
I had supper served up to me by Francis, who brought me some wine which had been in the house for fifty years, and told me stories of the family, extending back twice that period.
Sometimes these old legends would be interrupted for a moment by a shrill cry, coming from a source which we both knew.
All else in this house was under the spell of Angerana, the genius of silence.
This session
Snippets approved 2
Edits suggested 1
Snippets skipped 0
Snippets viewed 3
Scoreboard »

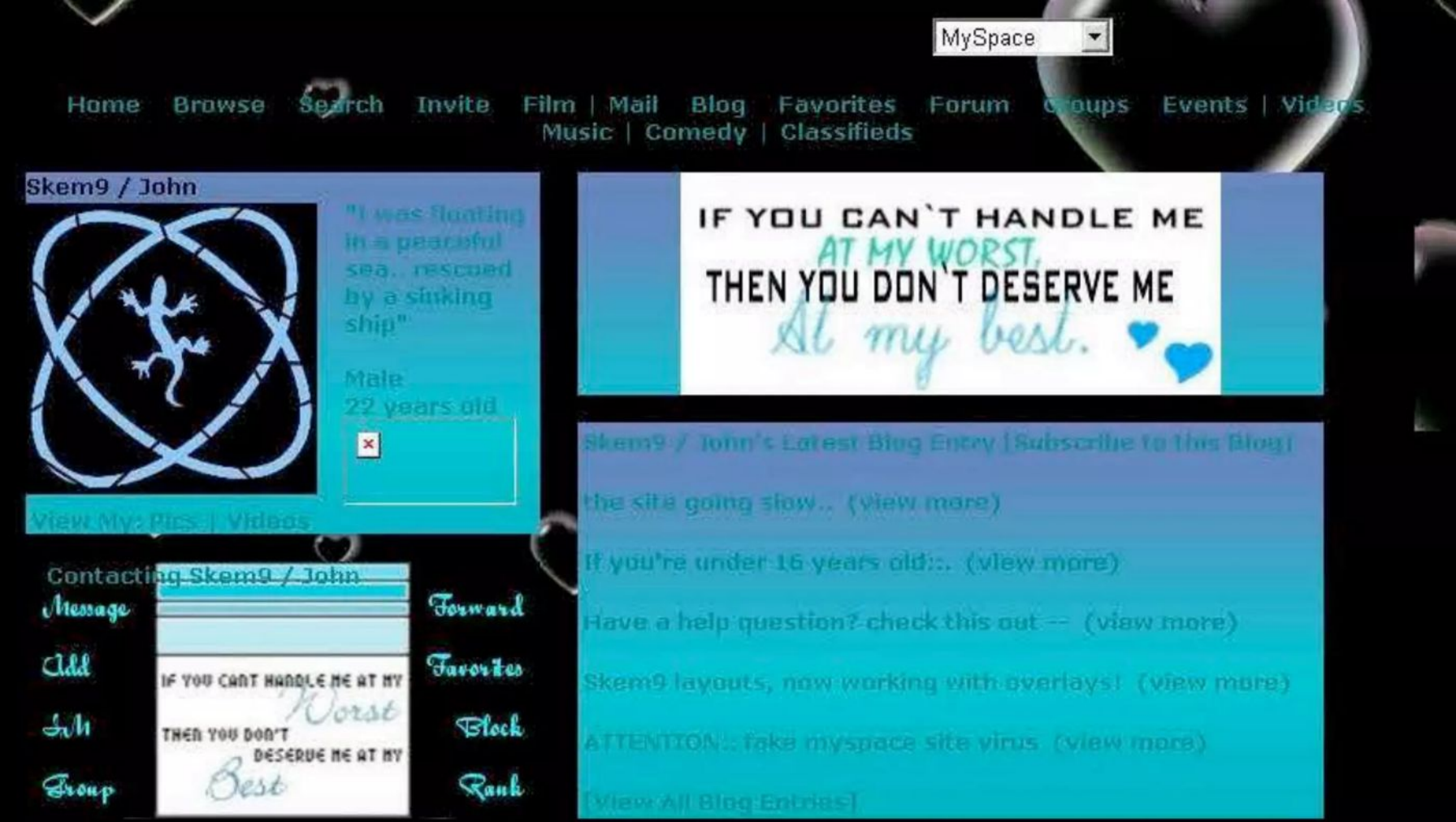
BITE-SIZED

»So when designing tools for play, *underspecify*!«



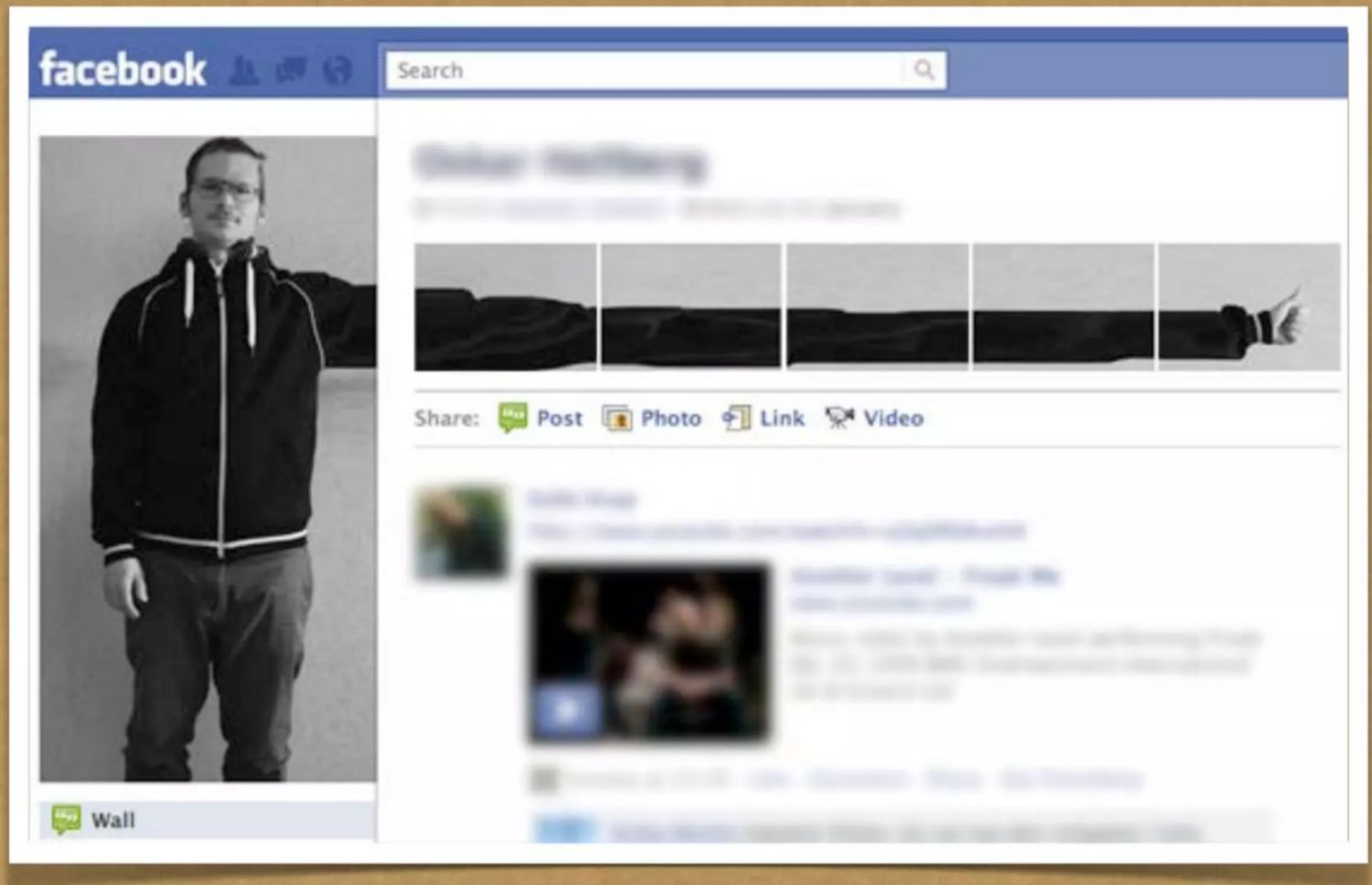
KARS ALFRINK

A PLAYFUL STANCE (2008)



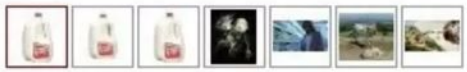
UNDERSPECIFIED




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Holiday Toy List
Get the right gifts with just a few clicks
Brought to you by Citi®





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Tuscan Whole Milk, 1 Gallon, 128 fl oz

by Tuscan

★★★★☆ (1,286 customer reviews) | Like (148)

Available from these sellers.

9 new from $49.99

9 new from $49.99

See all buying options

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Add to Wish List

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Product Features

- Tuscan Whole Milk, 1Gallon

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Customer Reviews

1,286 Reviews

5 star:	(804)
4 star:	(125)
3 star:	(93)
2 star:	(67)
1 star:	(197)

Average Customer Review

★★★★☆ (1,286 customer reviews)

Share your thoughts with other customers:

Create your own review

Most Helpful Customer Reviews

6,097 of 6,214 people found the following review helpful:

★★★★★ **Make this your only stock and store**, July 8, 2008

By **Edgar** (Baltimore) - See all my reviews

This review is from: Tuscan Whole Milk, 1 Gallon, 128 fl oz (Misc.)

Once upon a mid-day sunny, while I savored Nuts 'N Honey,
With my Tuscan Whole Milk, 1 gal, 128 fl. oz., I swore
As I went on with my lapping, suddenly there came a tapping,
As of some one gently rapping, rapping at the icebox door.
'Bad condensor, that,' I muttered, 'vibrating the icebox door -
Only this, and nothing more.'

Not to sound like a complainer, but, in an inept half-gainer,
I provoked my bowl to tip and spill its contents on the floor.
Stupefied, I came to muddle over that increasing puddle,
Burgeoning deluge of that which I at present do adore -
Snowy Tuscan wholesomeness exclusively produced offshore -
Purg'ed here for evermore.

And the pool so white and silky, filled me with a sense of milky
Ardor of the type fantastic of a loss not known before,
So that now, to still the throbbing of my heart, while gently sobbing,
I retreated, heading straightway for the tempting icebox door -
Heedless of that pitter-patter tapping at the icebox door -
I resolved to have some more.

Presently my soul grew stronger; hesitating then no longer,
'This,' said I, 'requires an extra dram of milk, my favorite pour.'
To the icebox I aspired, motivated to admire
How its avocado pigment complemented my decor.
Then I grasped its woodgrain handle - here I opened wide the door; -

Most Recent Customer Reviews

★★★★★ **I Long For You**

I long for you,
To hold you in my hands.
To caress your creamy whit plastic, warm from sitting in a cardboard box, on my porch, in the sun. **Read more**

Published 6 days ago by William Booth

★★★★★ **Not a gallon of gay... just good old fashioned red cap awesomeness**

Don't let the name throw you... this isn't a gay Sean Penn liquified and bottled. It's just plain old sweet bovine nectar.


The Incredible Machine
File Areas Actions Configure Windows Help
Playfield
Goal
“SMALL PIECES, LOOSELY JOINED”




Add Coins & Cash





Action

00 : 02 : 04

Goal: Identify ideas for improving your system.

1. Pick one principle and apply it to your design. Note the result under "Action/resource". 



BITE SIZED

Well-designed actions are split into an immediately doable size that gives the good feeling of having accomplished something.

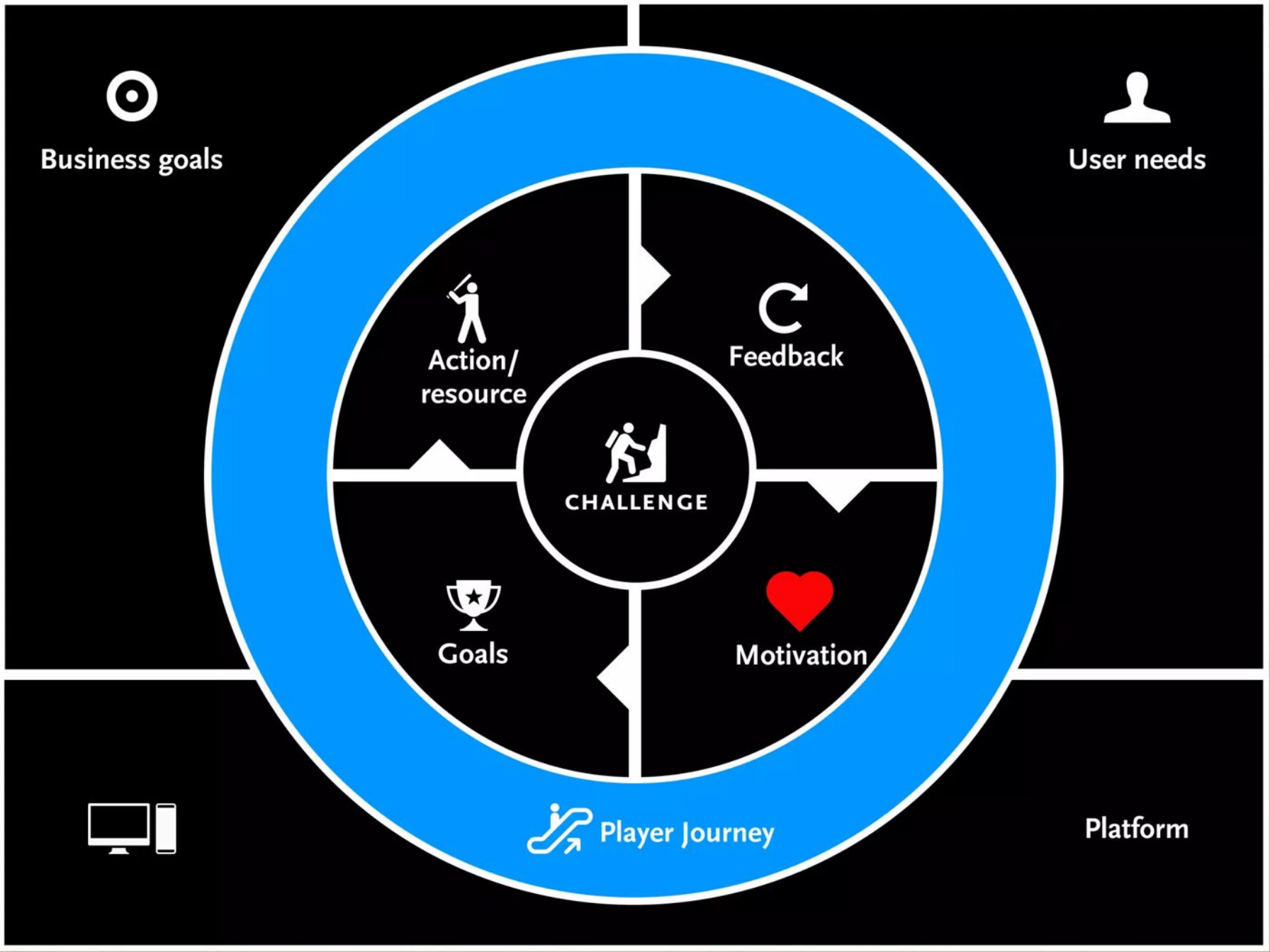
- How might you split activities into immediately doable chunks?
- How might you reduce actions into single clicks/ swipes?



UNDER-SPECIFICATION

To invite exploration and creativity, good resources have no clearly prescribed space of possible uses and configurations.

- How might you leave blanks to fill out for your users?
- How might you design resources so that you cannot fully predict what users will do with them?


Business goals
User needs
Action/
resource
Feedback
CHALLENGE
Goals
Motivation
Player Journey
Platform


7,000
5
12
100
0
01
HÄUSER VERGRÖSSERN DIE BEVÖLKERUNG
Wähle das Haus durch Anklicken aus.
WOHNEN
Benötigt: Level 3
Freischalten für: 3 Cash
Benötigt: Level 4
Freischalten für: 4 Cash
Benötigt: Level 5
Freischalten für: 5 Cash
Benötigt: Ziele abschließen

ONBOARDING

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Rethinking Mobile Tutorials: Which Patterns Really Work?

By Theresa Neil, Rich Malley

April 22nd, 2014 Design Patterns, Techniques, Tutorials

13 Comments

Pattern libraries are a great source of inspiration and education for designers. But common practice doesn't always equal best practice. In this post, we'll look at **why many common tutorial patterns are ineffective** and how you can leverage game design principles to in[illegible] user engagement.

After the release of the first edition of *Mobile Design Patte*[illegible] speak with its mobile team. I spoke at a high level about th[illegible] industries (fashion, architecture, software and others) and h[illegible] tool.

Alissa Briggs, a senior UX manager at Intuit, followed my ta[illegible] Payroll. Imagine my surprise when she walked through eac[illegible] my book *Dialog, How It Works, Tour and Transparency*, an[illegible] onboard users effectively. **Users were confused or frustrated** (or both) by these extra "helpful" screens.

Online at
http://j.mp/1j6RYep

Action

00 : 09 : 51

Goal: Improve the design of your goals.

1. Identify a S.M.A.R.T. **low-level** goal for the concrete action your loop contains. Note down your ideas under  "**Goal/CTA**".

2. Identify 3 **high-level** goals for your idea that are successively more complex in the skills they require.

3. For the way to your first high-level goal, identify 3-5 in-between goals, starting with the basest necessary skill/ability and working your way to the complexity of the high-level goal. Note the results under "**Player Journey**". 

IN SUMMARY

- To motivate user engagement sustainably, design for intrinsic motivation
- Games show you how to design for competence
- Find the user's needs behind using your service
- Identify the activities and their learnable challenge she has to master on that way
- Devise and prototype interlinked engagement loops that path the user's way

Thank you.





@dingstweets



sebastian@codingconduct.cc



codingconduct.cc