



Episode 46: "How Behavioural Insights & User Experience Intersect"

with Stephanie Kuhn, Senior Business Analyst with the BC Ministry of Advanced Education & Skills Training

With her extensive User Experience background and her BI training from UBC's Advanced Professional Certificate in Behavioural Insights, Stephanie Kuhn is the right person for a discussion of the similarities, differences, and opportunities between BI and UX. We also talk about how integrating BI ideas and frameworks into typical work processes can create valuable space for asking questions and sharing insights.

Transcript:

KIRSTIN APPELT, HOST: Welcome to this edition of Calling DIBS. I'm your host, Kirstin Appelt, Research Director with UBC Decision Insights for Business and Society, or DIBS for short. Today we're calling DIBS on Stephanie Kuhn.

Stephanie is a Senior Business Analyst with the BC Ministry of Advanced Education and Skills Training, and she's a recent graduate of the Advanced Professional Certificate in Behavioural Insights. Stephanie livens up every room she's in, even if it's a digital room like the one we're in today. So, I'm thrilled to have a chance to chat with her some more. Welcome to the podcast, Steph.

STEPHANIE KUHN, GUEST: Thanks, Kirstin. Thanks for inviting me. And thanks for that lovely introduction.

APPELT: Of course, well deserved. So, let's just start with our kind of usual starting questions and hear a little bit about yourself and your current role and who you are.

KUHN: Okay. Well, I have 15 years in the public service and progressive, social marketing, communications and technology-based roles, and through UX and a bit of service design, I found my passion and courage for driving change to evolve our digital services in government, as well as our business practices to support this digital transformation that the BC government is going through.

So, as you said, I am a Senior BA for the Ministry of Advanced Education and Skills Training right now. What does that mean? I am a liaison between the lines of business and the technology providers. So, making sure that when we are doing our consulting or planning, and needs assessment, that everything aligns. However, I'm going to be transitioning into a Senior UX Service Design role for the Community Energy Emission Inventory Project in the coming months. So, that's my new fall project.

APPELT: Absolutely. And that new role sounds like, oh, so ripe for behavioural insights. So, we'll be excited to hear about how that develops. And another thing I like to start the podcast with is kind of this running theme we have that the road to BI is often quite winding. We often don't have that be our initial pursuit once we're out of our initial education. So what was your journey like? What brought you to BI?

KUHN: Quite simply, it was a job posting that I did not have the qualifications for. It was as simple as that. I had returned to government after a year sabbatical where I had really put a lot of thought into “Okay, where do I want this career path to go?”. And there was a Methods Specialist role that came up.

While I was away on sabbatical, BC BIG had really grown and taken more of a front seat in the conversation of government transformation, which was all new to me. So, when I read this job description, I said “How do I do that? I would like to be that when I grow up. How do I do that?” And so, I landed on the certificate program to really gain skills and experience to further push these boundaries for how we as an organization design services and really start to unpack that intersection of data technology and human behaviour when we're designing services and applications for citizens.

APPELT: And that's a good segue to my next question, actually. So, you're someone who has a really strong, deep UX background. And to the extent that even before you were in the program, I know program students were reaching out to you for you to help them think through online choice architecture.

So, I'd love to kind of talk about the UX behavioural insights intersection. And for folks who maybe aren't as familiar with that terminology, can you define UX for us? What is UX?

KUHN: Okay. So, the term UX or user experience design can be confusing, as you would imagine. So, in essence, all design disciplines should be directed toward the experience of the person that they're designing for, hence the confusion. So, the nature of the design problem that they're trying to solve really comes down to the foundation of how you define UX.

So UX designers typically solve problems that are confined to an individual product or an individual touchpoint within a service. Whereas service designers are likely to be consulted in response to a problem that's global in scope, and requires a solution that has multiple parts of a service. And then user interface designers focus on the actual construction of that product's service interface. So, making a product compelling and aesthetically pleasing.

So UX is like it's right in the middle between this, this overlapping of UI design and service design. And it's really about uncovering the emotional aspects of what you're designing, having rigorous testing, and incorporating those human factors into your end product.

APPELT: It's so interesting to hear more about the spectrum there. So, to me, all these connections to BI are coming up. What do you see as the connections? What's similar and different between UX and BI?

KUHN: At the heart of it, because I'm very much a framework type person, it's the frameworks that really start to bridge the two together. So, in terms of the user experience framework, it's not that dissimilar from Scope, RIDE, Scale. Although, it's not called Scope, RIDE Scale, nor does it have a cute little kind of acronym to go along with it. But the approach is initiate, discover, design, deliver, monitor and refine, and operationalize.

So, when we look at that initiation discovery phase, it's very, very much aligned with behavioural insights in terms of looking at engaging with stakeholders, engaging with citizens, and the project team and then trying to determine that scope. When you're looking at the discovery phase, you're looking at that data, that qualitative and quantitative research, right? That's front loaded of the project.

And you're also looking at alright “Where is the scope going to target?”, right? So where are the behaviour problems in a sense. And then we get to design and we start to prototype, not quite an RCT, however, there's a lot of beautiful marriage that happens here in terms of evaluating tasks, user tasks, to make sure that what

you're creating is solving the right problems in the right way. And if you're following this process as it should be followed, nothing gets released unless those tasks are completed to a certain calibre of completion. So there's a certain success rate. So not quite the terms of having a P-value. However, there is a data testing component to it.

And then what's a little bit different is that it's a little bit more long term in terms of UX that you want to continue to monitor, because behaviours shift and change and technology trends shift and change. And when you're working in kind of this digital space, you really need to stay on top of that.

And if you're not monitoring, and I guess similar to behaviours as well, the solution becomes a little bit outdated and you need to keep refreshing that and reevaluate it in order to know if it's the right fit to solve the right problem.

APPELT: So interesting to hear the project cycle because it does sound like there's so much overlap there. And it seems like it must have been very complementary for you when you were going through the program to be able to pull on these similar experiences.

KUHN: Oh, absolutely.

APPELT: So, another idea I was thinking about is that often when you do have these areas of overlap, there's ways that each field, or approach, or skill set, whatever you want to call it, can strengthen the other one. So, are there ideas from BI or skills from BI that you think are strengthening the way that you're able to do UX?

KUHN: Absolutely. Absolutely. And it really comes down to the EAST Framework and I guess the reference cards that were provided through the program. And so as you're going through the UX process and trying different ways to solve problems, what's missing is a way to define those key, I want to call them behaviors, but I'm starting to blur the lines here, those key identifiers are pain points. And this is where these cards from EAST have really helped to label in a way that you can break it down in terms of communicating out to the project team. This is what we're doing and this is why we're doing it.

So, for example, if we look at the concept of scarcity, which is, you know, options perceived as scarce can often seem more attractive. If we look at this in the digital space, if you have a website that has a whole bunch of elements on that home page, it's going to be really hard to determine where you're making your choice, where you're clicking, you've just kind of closed this and go on to the next site.

But if you tailor it in a way where less is more, and you can say how less is more, and build that business case for it, it's really, really helpful. So having that terminology through BI has really helped to leverage and explain with more articulation why we do what we do, in the realm of UX.

APPELT: Wow, that's really interesting. And it reminds me of some of my experiences when I worked with a company who was doing some UX, and I had kind of the same thing where it's like, you know, there's a pain point, but it's hard to figure out what it is and why it's happening. And so I can agree that BI gives you the language to explore that this is the reason it's difficult, and this is some potential strategies.

Well, going the opposite direction what ideas, skills, concepts, frameworks from UX do you think strengthened BI?

KUHN: For me personally this is where learning more about the digital choice environment and choice architecture kind of again helps you move UX into that BI realm. So, in the concept of digital nudge, when we

think about digital nudge, again, this isn't really from the UX lens how we're thinking about the work that we do, but it's relatively new in the world of BI. So being able to tailor that digital nudge and articulate it in terms of intervention design and guiding people's behaviour in the choice architecture and bringing that concept into or I guess strengthening that concept in the world of BI is really, really helpful.

As well, and this is something that I believe I mentioned maybe once or twice during the program is that in the private sector, they're going about UX and experimenting on us all the time in terms of their products. And we don't have the benefit and value of learning about that research because they're not designing in the open, for very valid reasons, because they're looking to make money, and they're looking at their shareholders.

However, if we can take that and move it into BI and have it in that open space where we're sharing that research, it helps to open up why and how we're influencing in that digital realm, and how we're incorporating ethics in there as well, which is really beneficial for entities such as public service, right? We are a digital government now, and so how can we start to build this repertoire of lessons learned and insight if it's not in a place where we can access it openly and freely and build off of that body of knowledge, as well. So, this is where I think UX can strengthen BI and you know, and it goes the other way around, BI can then in turn strengthen UX.

APPELT: Yeah, yeah. I totally agree with what you're saying. And I think there's this question across fields, is like if we're trying to change the choice architecture or the behaviour, what are we actually trying to change? And sometimes folks are trying to make something easier with just "Oh, it should be easy to do this". But then sometimes we need to step back and say, like, "Is that the thing that should be easy? Or is it the behaviour?"

And like certain behaviours, you know, maybe we don't want to make it easy for people to spend 84 hours a day online, which is what it can feel like. So, thinking about the why between what we're building and how we're building it, and maybe some things should have some friction points, so that gives us a moment of pause and said, like "Is this actually what we want to be doing?". Whereas sometimes online there's just the drive to take away barriers.

KUHN: Yeah, those unintended consequences of trying to make things easy, especially in the digital. We only know what we know. Right? And so we may be in fact, causing harm and not realizing it, and that's where that that documentation and that knowledge building is really, really important in the public sector when it comes to digital.

APPELT: Yeah, yeah. I feel like we could have a whole podcast episode, just this one little piece.

KUHN: You've got my number, you know where to find me!

APPELT: But maybe pivoting a little bit and getting specific. Your capstone team worked on a project that I think very much was in the digital nudge space. Can you talk about that a little bit?

KUHN: Yeah, we were fortunate enough to work with the BC Canadian Mental Health Association, as well as the Ministry of Mental Health and Addiction to improve engagement with online peer support services for health care workers in BC. And this was a virtual service. And so hence the digital nudge. The conversion rate for this service was very, very low.

APPELT: And for folks who don't know what a conversion rate it, could you just briefly define?

KUHN: Conversion rate is, I guess think of it as the number of times somebody goes to a web page or the number of not hits, but page views that are generated by people visiting the page, and how many times they take the intended action.

So, we had a lot of people or a lot of attempts of going to the page, a lot of it. But the number of attempts to actually click through the service was exceptionally low. So, it begs the question, why were they coming to the page? Because the page was just for the service. So why would you choose to learn more about the service but not actually use it?

And so, to address this low conversion rate, what we ended up doing with conducting a six-week A/B split test, using a two-group randomized controlled trial, and so an A/B split test, this was the really exciting part for me because I don't get to do these things in the Public Service due to privacy and everything else. An A/B split test is where you have two versions of a web page.

And so, we had the standard page as it had always been. And then we had what we call the "supercharged" page, which incorporated these digital nudge components to help improve the choice architecture and to encourage people to take action to use the service. And so, we ran both at the same time to see which would perform better. Could we get higher engagement by incorporating these BI components into the design of the web page and the content as well? The written word is just as important as the visual aesthetic. Did you want me to keep going about what the outcome was or...?

APPELT: Yeah, I'm sure folks are dying to know, you teed that up so nicely.

KUHN: Well, you know, unfortunately, the results are not as exciting in that, or maybe they are. Both pages performed at the exact same rate. We had zero difference. We had an equal amount of traffic to each web page, but the conversion rate was exactly the same. And not only was it exactly the same, it was the exact same percentage as before the randomized controlled trial even started. So it was that that 2 to 3% conversion rate consistently that we had been seeing. So, it was quite surprising to us.

And it just goes to show that without actually conducting these trials, you would never know that otherwise. And we'd jump to conclusions and have these assumptions that "Oh yeah, better design and easier to access content is really going to make a difference". Well, in this case, it didn't, so.

APPELT: Yeah. And I think it also, as someone who had an inside view into the project a little bit, we also just saw that because there's not that many people coming to the page, then the percents of that may look really low but it's also, you know if it's 2% of ten people, it's hard to get movement there because, you know, there's not enough people to have different diverse experiences with the pages. So I think from my perspective, it queued up a lot of extra research ideas.

KUHN: Absolutely. And I know that the Canadian Mental Health Association, the BC chapter of the Canadian Mental Health Association, was really keen to work with future students to continue on unpacking this problem to see how they could increase engagement online with their services. So, because the value is, you know, positive mental health outcomes for health care workers, and that's pretty huge.

APPELT: Yeah. And I think it also points to another larger point about the capstone projects, which is with any BI project, sometimes you get a win and you find a fantastic significant effect and it's just what you expected. Sometimes there is no effect. Sometimes there's a backfire effect.

But regardless of the outcome of the RCT, the split A/B test, whatever trial you're doing, there's so much value from the project because of that exploratory research you've done, because you've lived with the data, because you've done secondary research, that even if the end of it is that we've got the new page for you to use, you still are producing just so many recommendations that I think it's hugely valuable for everyone involved.

KUHN: It's so true, and in the end, as we were discussing before we started recording this morning is that the recommendations that we came forward with at the end of this project seemed very, very simple, almost too simple and these recommendations were investing in a culture of digital and providing the right people and continuing on with the research that we had started engaging with the target audience.

And what was wonderful to hear is that the organization did exactly that post project, is that they started making room for that and incorporating the recommendations to start on their journey into this culture of digital transformation themselves. So that made my heart feel full.

APPELT: Yeah, absolutely. So rewarding. And again, I think another point about this idea of the richness of recommendations is a lot of times these projects turn up kind of gaps that organizations are in this rush to fill gaps, to provide value, to get the lights on a new service, and they don't necessarily realize some of the gaps they're creating.

So not speaking specifically to any project, but just in general experiences, a lot of times there's a realization "Oh, we're not actually tracking if people use a service or we're not actually tracking if there is a conversion rate or we have data sets and they're not working together". So oftentimes it's just a kind of light bulb moment of "Oh, we could be doing this differently, get some rich information, and then be able to continue to iterate on whatever our offering is".

KUHN: Absolutely. And that's, I guess, looping back to, I guess the UX process. That's where that monitoring and refinement and operationalization really comes into play, right? Because you need the talent in order to support these products that you're producing, right? Or these changes that you're initiating, you need to make sure that those that are responsible for those and I guess that service or that product are equipped with the tools and people to continue to deliver it in the best way possible.

APPELT: Yeah, absolutely. Well, I think that's a nice segue to the next question I had, which is now that you're a few months out of the program, how do you see yourself, what have you been doing to blend BI and UX? I guess we've created BX.

KUHN: As a Senior BA, in my current role, I haven't had a lot of opportunity to blend the two because a lot of what I do is putting out fires, which is okay. I don't mind wearing the firefighter hat. However, I have been able to do a bit of investigative work in terms of how we can strengthen our processes internally and help to see if there's a way where we can prevent these fires from ever starting in terms of our lines of business.

And so, I've been able to I guess, apply the learning from the BI program into mapping out what these processes could look like, but also engaging with our staff internally to ask them, do that investigative work. "And what's working for you? What's not working for you? Tell me about your experience. How did the day to day work? What's the outcome? How would you visualize, like an optimized way of going about this, this work?", and then whiteboarding and kind of starting to piece the journey together in a way where there is very clearly defined business metrics that are involved.

So, if we say “Okay, if we're going to change this, how are we going to measure it?”. And using that as a bit of a baseline, again, using BI lens in terms of, alright, we need to start gently changing these behaviours and moving into another way of working so that we can be more effective as a team and be more effective as a business unit, as part of a smaller group in a larger entity.

And it's been really fun to have those types of projects and to engage internally with that. I know a lot of times when we look at BI, we think of kind of these bigger, more global issues, such as how to get people to wear masks in the light of a global pandemic, or how do we get folks to not idle when they're parked, for example, and lower their emissions?

But there are these smaller, really impactful situations where even if BI isn't necessarily the full scope of our work or part of our job description that we can really incorporate to make it better for others. So, I mean, a stronger team produces stronger outcomes, which then in turn makes everything better for everyone else.

So yeah, that's kind of how I've been incognito in investing in BI in my current work unit, although I'm not sure if they know that, and maybe that's part of the BI journey as well, right? Kind of just being subtle about it.

APPELT: Absolutely, Yeah, I think that points to some great ideas in there. I think, like you're saying, it's about like building this culture that whether they know it's BI or they're just thinking this is some new ideas to bring forward.

But the idea of like having those question points of like “Hey, does this actually work? And hey, do we actually know what the issues are?” Because I know in some of the projects I've done, you ask a question like “Hey, so why is this question on this form?” And they're like “Oh, well, when Joe made the form in 1980, that's just what was on the form”. And so, there's actually so many opportunities to go back.

And if you have this culture of like “Hey, people always get this question wrong, do we even need to ask it? Could we ask it differently?”. You know, it really does change how things work.

KUHN: And it really also helps to get folks and teams out of the mindset of not thinking about why have we always done it this way? Because that's not always easy for teams to digest or think about because it can be internalized. But thinking about what would your ideal state be? Where do you want to go? What would make things easier for you? So, kind of being strategic and flipping it over that way.

APPELT: Yeah. Yeah. And I think also a lot of times it can just feel very heads down, like “Oh, we got to process these forms, process these forms”. And not being given permission to have those moments of “Hey, if I'm processing these forms and it's not working, why?”. And then having that freedom and permission to ask those questions.

KUHN: And seeing tangible results, they're small results, but they make such a big impact for the staff that are doing the work. So yeah, I'm very grateful to UBC and, you know, the whole program for, for helping me hone in these skills so that I can go in and have these conversations because they're not easy conversations. But doing it in the context, in a way that again is really light touch, which makes everybody comfortable, that almost like helps create that space to have a safe conversation in a way.

APPELT: Yeah, absolutely. Well, speaking of the program, we were so fortunate to have you in the program, especially bringing in your UX insights. I think that was really a nice piece for people in your project, but also people in other projects to have someone with that expertise. So curious to hear what some of the highlights of the program were for you.

KUHN: I absolutely loved working on the Capstone Project, in terms of our client, so as I mentioned, we had the BC chapter of the Canadian Mental Health Association, and I also got to work with the Ministry of Mental Health and Addiction, which is a former ministry of mine where I worked for several years. And I loved being able to have that project such a large focus and dive deep into that space.

What was also really fantastic in terms of that project working with technology and in ways that I wouldn't be able to within the BC Public Service, and a lot of that runs around, you know, our requirements for FOIPPA, our requirements for how we collect personal information, what have you, and the technology that we use in order to do that, because it was going through an outside of government client, all of the tools and technology that I always wanted to work with but never had the opportunity because I don't work in the private sector, suddenly it was like Christmas morning, like we can use Google Optimise and we can use Google Analytics and we can go into WordPress and make all these changes ourselves and this is fantastic.

And so that for me, that was a real highlight to be able to, to dive deep into the technology because I am a bit of a nerd that way and get to experience different ways of working that way. So yeah, it's really invigorating.

APPELT: Yeah, yeah. It's a little bit like a playground where, you know, before it was behind the glass you couldn't go play and now got access to the playground.

KUHN: I mean, in government, nine times out of ten, we can't even run A/B testing because of the cookies requirement that runs on browsers. We're not even empowered to run cookies and clean that data because we want to be transparent with citizens and let them know when and where we are taking that data. So, there's a lot of there's a lot of paperwork and a lot of red tape to work through in order to leverage a lot of these modern ways of working. So, yeah, it was just so refreshing. So fun.

APPELT: That's amazing. Well, on the flip side, what were some of the areas you found most challenging about the program?

KUHN: This may come as a bit of a surprise because I have given this a bit of a thought. And I have to say the discussion of channel factors and thinking about channel factors in the context of digital was really, really difficult for me. And, you know, as I mentioned, UX and UI kind of overlap.

So, UI is that design aesthetic, you know how does that look. Whereas UX is a little bit more how does it make you feel, and in the concept of channel factors which are tactics to close the intention-action gap by successfully bypassing restraining forces of a behaviour change which are left unchanged, in other words, you don't make any changes to anything. You bypass all of that to make to ensure that someone is taking the intended action. And so, in the context of digital, it was really hard for me to imagine these specific targeted kind of user interface components that would act as channel factors.

And so, an example that was provided was a shopping cart. You checkout now. But at the same time, in the context of what we were working through, which was online service engagement, we could have a button on the page that says "Call now", however, that could have a bit of an unintended consequence in terms of ethics. So, by constantly being presented with this, you know, contact the service now, engage with the service now. That could make a person feel more stressed. "Do I need the service? But I am already compromised. I'm already, you know, I'm already burnt out".

So, again, trying to visualize what an optimal channel factor would be in the context of our project was really, really challenging for me. So yeah, I really appreciate the opportunity to push the bar that way and the creativity. But yeah, that one, that one was tough.

APPELT: Yeah. Well, I think it goes back to some of the things we were talking about earlier on in our conversation about like what actually are you trying to drive? Is it the actual call engagement or is it improving someone's mental health? And then depending on what those are, there can be slight differences.

If it's just about getting people to call, you're really driving them, "Call now." Now, if it's, you know, improving mental health, maybe it isn't call now. Maybe it's call when the time is right for you and that can look quite different. So, I think that that points to this exploration of the problem space, which is a theme we talk about a lot.

Well, are there any particular concepts, lessons, experiences that have really stayed with you that you find yourself returning to?

KUHN: All of it. You've totally ruined me. So, I really enjoyed the program. I mean, it's a bit of work to balance, to have the work-life balance, do the full-time job, plus do the program, not going to lie. But at the same time, it's so gratifying everything that you get out of it. And I really enjoyed connecting with others, both inside the Public Service and outside the Public Service that were really interested in learning more about BI as well. And then, as you mentioned before, those that were interested in UX and service design, I was never anticipating that.

And so, you know, I guess the big lesson to take away is don't be afraid. Yes, it's going to be a little bit of work, but, you know, dive right in and enjoy it and as you say, enjoy the RIDE. So, I've tried to ensure that mantra kind of stays in the back of my mind, even as I'm going through the work that I'm doing right now, enjoy the ride. You don't really know where everything is going to go, but enjoy it and kind of look for those opportunities to make improvements where you can.

If it wasn't for the program, I probably would probably be going "How come I can't put out this fire? What's going on?" So, it's been a calming voice and provided the tools and the strategy to really again, see past the flame and see the green on the other side, right? So, yeah, it equips you with, if I dare say, superpowers in a way.

APPELT: I love that. It does make me think a little bit of the meme of the cartoon dog in the fire. "It's fine. It's fine. This is fine."

KUHN: So many of my colleagues have that as their Zoom background right now, not going to lie.

APPELT: I can imagine. Totally. Well, do you have any other messages for our BI practitioners in training? I think that was a great one. But any other last, last thoughts you want to share?

KUHN: If you're sitting on the fence about taking the program, really go make the time to go to the webinars that are regularly scheduled to learn whether to learn and ask the questions if it's a good fit for you. As I mentioned, it is a bit of work and it does take some balancing. And so, the best way, the best way to know what you're getting into is to go eyes wide open.

And again, making sure it's the right fit for you. You don't necessarily have to know how you're going to apply it down the road. I mean, if the pandemic has taught us anything it's that we don't really know what the future will hold. So, it's more looking at the present and really thinking about how the program will align not only with your career goals, but yourself as an individual, as a person. What is it that you want to do and how

would BI strengthen what you already love? And I feel like going to the webinars are that opportunity to ask those questions with those that are delivering the program and really getting a good sense if it's the right fit.

So that that would be my one takeaway because oftentimes we don't create that space upfront. We just kind of say "oh, I want to do this and I'm going to dive in". Which is great, but remember, you don't always know the depth of the water when you're jumping off that cliff. So yeah, definitely attend a couple of the webinars and bring your questions.

APPELT: I think that's fantastic advice. And I'd say beyond the fit, it's also the fit at the time. So, it may be the right program for you, but maybe the upcoming year, you know, is just going to be super loaded. So also make sure it's time when you will have some resources to devote the time and energy, because like you said, I know it can be a lot and I can't believe our first cohorts just were navigating it on top of everything else, on top of a pandemic. And just, you all were superstars to make it through all the competing concerns.

And the other thing I would say, too, is I will speak on behalf of the alumni. They can always correct me, but I think our alumni are very invested in the BI community. And so, if you are on the fence about the program and you're wanting to talk to an alum and there's maybe an alum who has a similar background as you, you can always reach out to the faculty and we'll put out some feelers among alums to see if they'd be happy to chat, because I know so many of them have had those conversations with potential applicants about, you know, what was the program like for you? How are you using it? How did it fit into your schedule?

KUHN: I'm already seeing a new page on the BI Wiki called "Be An Alum Buddy". There you go.

APPELT: Totally. Got to figure out the wordplay. Well, thank you so much. It's been so delightful to pick your brain today. And I feel like I've actually learned quite a bit about UX beyond my initial scratchings of the surface a few years ago. So, I love, we've got the field BX now, we're going to look at that intersection. But yeah, thank you for so generously sharing your time, energy and knowledge today, Steph.

KUHN: Aww well thank so much for having me and thanks for letting me geek out with you today.

APPELT: Any time. And thank you to our listeners for joining another episode of Calling DIBS.
