

第 23 章 CHAPTER 23 UX 已經死了。AI 用戶體驗萬歲！UX Is Dead. Long Live UX for AI!

儘管這是我第六次讀完一本書，但它總是苦樂參半。我從來不覺得我公正地對待了這個話題。因此，在這裡「最後」，我將努力提出我試圖在本書中傳達的最重要的主題，以確保熱切的讀者不會在眾多必要的細節中錯過它們。

Even though it is my sixth time finishing a book, it ' s always bittersweet. I never feel like I did the topic justice. So here “ at the close, ” I shall endeavor to put forth the most important themes I tried to convey in this book to make sure they were not missed by the eager reader in the multitude of requisite details.

人工智慧正在為我們而發生，而不是發生在我們身上

AI Is Happening for Us, Not to Us

人工智慧是一生一次的巨大機會。這也是對我們做每件事的方式的徹底改寫。對於那些年紀大到見證了互聯網革命和移動革命的人來說，人工智能似乎是另一場技術革命。然而，我相信，人工智慧廣泛採用的結果將比我們迄今為止在數位時代經歷的任何其他事情都更具影響力和深遠。它也比我們這個時代以前的革命快得多（可能快 10 × 倍或更多）。願意抓住這個機會的用戶體驗設計師將擁有前所未有的非凡機會，獲得樂趣、發現、成長和對社會的貢獻，這是我們行業從未經歷過的任何事情。不幸的是，並不是每個人都能充分利用這個機會。

AI is a tremendous opportunity that comes around once in a lifetime. It is also a complete rewrite of how we do everything. For those old enough to have witnessed the Internet revolution and then the mobile revolution, AI may seem like yet another technological revolution. However, I am convinced that the results of widespread adoption of AI will be more impactful and far-reaching than anything else we have so far experienced in the digital age. It is also happening much faster (likely by a factor of 10 × or more) than the previous revolutions of our age. UX designers who are willing to embrace this opportunity will have remarkable, never-before-seen opportunities for fun, discovery, growth, and contribution to society above and beyond anything our profession has ever experienced. Unfortunately, not everyone will be able to take full advantage of this opportunity.

留在過山車上是可選的

Staying on the Rollercoaster Is Optional

現在應該很明顯，並不是每個人都同樣適合我們職業的這個新化身。在我在全球舉辦的 UX for AI 研討會中，許多設計師自豪地告訴我：

It should be obvious by now that not everyone will be equally suited to this new incarnation of our profession. In my UX for AI workshops around the world, many designers proudly tell me:

“ I don ’ t even pick up a mouse unless I have a Jira ticket with all the requirements. ”

如果那是你，我有個壞消息：人工智慧很快就能使用由 DesignOps 提供和策劃的 React 程式碼中創建的原子元件來創建完全編碼的簡單頁面。這意味著簡單的需求驅動設計將不再提供就業機會。

If that ’ s you, I have bad news: AI will shortly be able to create fully coded simple pages using atomic components created in React code provided and curated by DesignOps. This means that simple requirements-driven design will no longer provide employment.

我不會站在十字路口告訴你走這條路或那條路。如果你決定走下雲霄飛車，願風在你身後，機會永遠對你有利。戒菸並不可恥——創造平庸的產品給使用它們的人帶來痛苦和痛苦並掠奪地球，卻沒有帶來任何洞察力、快樂或業務投資回報率，這才是可恥的。

I will not stand here at the crossroads and tell you to take this or that road. If you do decide to step off the rollercoaster, may the wind be at your back and the odds be ever in your favor. There is no shame in quitting—there is only shame in creating mediocre products that bring pain and misery to those who use them and despoil the planet without bringing any insight, joy, or business ROI.

如果你決定閒逛，請做好準備——因為“時代正在改變！（而且很快！

If you do decide to hang around, get ready—because “ the times, they are a-changin! ” (And FAST!)

「UX精英主義」結束了

“ UX Elitism ” Is Over

在人工智慧時代，使用者體驗精英主義或「白塔主義」根本沒有空間。如果設計師繼續愉快地無視現實世界的時間和 LOE（工作量水平）項目限制，堅持生產與現有設計模式不符

的廢話設計，或者生產需要數年時間才能構建而客戶價值為零的設計，將無法找到工作。另一方面，那些與專案管理合作或接受專案管理的人，即按預期、按時、按預算交付的藝術，將繼續受到越來越重視。使用者體驗是一份工作。設計師需要成為團隊的一員（豬，而不是敏捷術語中的雞），充分了解並通過“截止日期感知設計”來實際推動截止日期，例如設計藍圖 100% 與實際交付成果前端的實際代碼保持一致，準確描述，甚至實際上包含實際可交付成果前端的實際代碼。因此，越來越多的使用者體驗設計師將被要求使用我們人工智慧產生的詳細模型和工作前端程式碼元件來幫助管理專案和時間表。

There is simply no room for UX elitism, or “White-tower-ism,” in the age of AI. Designers who continue to cheerfully ignore real-world time and LOE (level-of-effort) project constraints and insist on producing bullshit designs that do not match existing design patterns, or producing designs that would take years to build while adding zero customer value, will be unable to find employment. On the other hand, those who partner with or embrace project management, the art of delivering as expected, on time, and on budget, will continue to gain increased prominence. UX is a job. Designers will need to become part of the team (pigs, not chickens in Agile parlance), fully aware of and actually driving deadlines through “deadline-aware design,” such as design blueprints 100 percent aligned with, accurately describing and even, in fact, comprising the actual code for the front end of the actual deliverables. As a result, more and more UX designers will be asked to help manage projects and timelines using our AI-generated detailed mockups and working front-end code components.

設計師是「創新大使」

Designers Are “Ambassadors of Innovation”

高度實用、富有遠見的設計技能同樣將成為贏家。能夠保住工作的設計師將能夠將對技術、銷售、營銷和廣泛的產品管理技能（例如評估產品與市場契合度）的實際理解與設計能力相結合——也就是說，想像與技術進步互動並從中獲取價值和樂趣的新穎、有影響力的方式。

Intensely practical, visionary design skills are likewise going to be a winner. The designers who manage to keep their jobs will be the ones who can combine a practical understanding of technology, sales, marketing, and a broad array of product management skills like evaluating product-market fit, with the ability to design—that is, imagine novel, impactful ways of interacting with and deriving value and pleasure from technological advancements.

在某種程度上，設計師將成為解決方案架構師，只有他們銷售的解決方案才是組織尚未構建的東西。看待該角色的另一種方式是“創新大使”，尋找新穎的方式將技術進步引入普通數字公民的日常生活。

In a way, designers will become solution architects, only the solutions they sell will be things that organizations have not built yet. Another way to look at the role would be that of “ambassadors of innovation,” finding novel ways to introduce technological advancements into the daily lives of ordinary digital citizens.

反過來，這意味著關注一般技術的倫理，特別是人工智慧的道德。這些勇敢的用戶體驗靈魂深入反思和展望未來，將幫助他們的公司在不穩定和洶湧的人工智能水域中航行，與尚未看到的錯誤信息和深度造假的九頭蛇怪物作鬥爭，並幫助大大小小的企業避開道德上模稜兩可的人工智能偏見的危險淺灘。

This, in turn, means focusing on the ethics of technology in general and of AI in particular. Deeply reflecting on and looking into the future, these brave UX souls will help their companies navigate the unstable and turbulent waters of AI, battle with yet unseen hydra monsters of misinformation and deep fakes, and help enterprises large and small steer clear of the dangerous shallows of morally ambiguous AI biases.

核心技能需求旺盛

Core Skills Are in Demand

「新常態」的「四合一」模式（PM、UX、開發人員、資料科學家/人工智慧專家）將更加依賴「知識領導者」，他們可以制定計劃、達成共識並執行向消費者交付新產品。這些核心技能包括建立共識、調和對立觀點、協調和綜合研究見解以形成新穎的解決方案，以及讓人們在共同努力實現單一目標的同時感覺良好，這些核心技能並沒有被人工智慧取代。事實上，隨著各種職業將變得更加專業化，人工智慧將變得更加專業化和增強，這些核心技能將變得更加突出。了解技術並利用它來滿足商業和人道主義需求將是這群用戶體驗人員的關鍵，他們將發現他們的核心技能需求量很大。

“The new normal” “4-in-a-box” model (PM, UX, dev, data scientists/AI specialists) will be even more reliant on “knowledge leaders,” who can create a plan, achieve consensus, and execute on delivering the new products to consumers. These core skills of consensus building, reconciling opposing viewpoints, orchestrating and synthesizing research insights into novel solutions, and making people feel

good while working together toward a single goal are not getting replaced by AI. In fact, these core skills are going to become ever more prominent as various professions will become even more deeply specialized and augmented by AI. Understanding technology and leveraging it to meet business and humanitarian needs will be key to this cohort of UXers who will find their core skills in great demand.

結合低保真使用者體驗工具和複雜的 AI 模型

Combine Low-Fi UX Tools and Sophisticated AI Models

在這本書中，Daria 和我為您提供了在下一個項目中取得成功所需的一整套技術和工具。本書中描述的低保真用戶體驗工具看似簡單明了，但它們也是複雜、實用的技術，可以成功地將以人為本的人工智能驅動產品推向市場。使用這種方法，Daria 和我交付了多個成功的人工智慧驅動產品。我們還通過我們的研討會培訓了世界各地數千名設計師使用這些方法。現在，使用本書中的技術，您可以在自己的用戶體驗實踐中執行相同的操作。然而，我應該警告你：沒有捷徑可走——練習對於使這些技巧對你有用至關重要。（說到這裡，你已經做過功法了吧？對吧？

In this book, Daria and I gave you a complete set of techniques and tools you need to succeed in your next project. Low-fi UX tools described in this book appear to be simple and straightforward, but they are also sophisticated, practical techniques for successfully delivering human-focused AI-driven products to market. Using this methodology, Daria and I delivered multiple winning AI-driven products. We also trained thousands of designers around the world to use these methods through our workshops. Now, using the techniques in this book, you can do the same in your own UX practice. However, I should warn you: There are no shortcuts—practice is going to be essential to make these techniques work for you. (Speaking of which, you have done the exercises, right? Right?)

相反的是複雜的人工智慧工具，例如 ChatGPT 和 Claude。每天在您自己的練習中使用它們。建立和訓練您自己的自訂 AI 模型。深入了解人工智慧機器的工作原理。現在是獲取和完善提高生產力並為團隊未來成功做出貢獻所需的知識的時候了。你需要的一切都在這本書裡。使用它。

On the opposite end of the spectrum are sophisticated AI tools like ChatGPT and Claude. Use them in your own practice every single day. Build and train your own custom AI models. Understand deeply how the AI machinery works. Now is the time to acquire and polish the knowledge you need to be productive and contribute to your team 's future success. Everything you need is in this book. Use

it.

AI是一個「邪惡的問題」

AI Is a “ Wicked Problem ”

根據五角大樓委託進行的研究，「邪惡問題是高度複雜、廣泛的問題，沒有明確的表述.....而且沒有固定的解決方案。就其本質而言，邪惡的問題“基本上沒有先例”，這意味著它們以前從未被解決過。更糟糕的是，任何解決邪惡問題的努力通常都會讓位於一系列全新的問題。通過這本書，我努力為您提供一套新的技能：輕量級的目標驅動用戶研究、用於緊密團隊協作的價值矩陣和數字孿生、新的 RITE 方法和人工智能道德框架，以應對巨大的變化並幫助揭示人工智能驅動產品的意外後果。現在由您來使用這些新技能。UXers 必須參與密切關注邪惡的問題，並準備好處理意想不到的後果，因為“玩遊戲會改變遊戲規則”（1）。

According to the Pentagon-commissioned study, “ Wicked problems are highly complex, wide-ranging problems that have no definitive formulation... and have no set solution. ” By their very nature, wicked problems are “ substantially without precedent, ” meaning they have never before been solved. Worse yet, any efforts to solve wicked problems generally give way to an entirely new set of problems. With this book, I strived to equip you with the new set of skills: light-weight goal-driven user research, value matrix and digital twin for close team collaboration, a new RITE methodology, and an AI ethics framework to deal with the massive change and help surface unintended consequences of AI-driven products. It is now up to you to use these new skills. UXers must get involved with keeping tabs on the wicked problems and be prepared to deal with unintended consequences because “ playing the game changes the game ” (1).

人工智慧太重要了，不能留給資料科學家

AI Is Just Too Important to Be Left to Data Scientists

最後，我寫這本書是為了實際行動。正如愛德華·威爾遜（Edward O. Wilson）所寫：「人類的真正問題如下：我們有舊石器時代的情感、中世紀的制度和神一樣的技术。而且它非常危險，現在正在接近一個整體危機點」（2）。人工智慧太重要了，不能留給資料科學家和商務人士。使用者體驗需要參與整個構思和開發過程：從進行形成性研究和評估用例，到價值矩陣和數位孿生討論以及道德和偏見對話，以確保人工智慧以有益於人類、社會和地

球的方式運作，或者至少幫助限制人工智慧可能造成的傷害。

Finally, I wrote this book as a practical call to action. As Edward O. Wilson wrote: “ The real problem of humanity is the following: We have Paleolithic emotions, medieval institutions and godlike technology. And it is terrifically dangerous, and it is now approaching a point of crisis overall ” (2). AI is just too important to be left to the data scientists and business people. UX needs to get involved throughout the conception and development process: from conducting formative research and evaluating use cases, to value matrix and digital twin discussions and ethics and bias conversations in order to make sure AI operates in a manner that benefits humans, society, and the planet—or at least to help limit the harm that AI can do.

最好的人工智慧是增強智慧

The Best AI is Augmented Intelligence

這讓我們想到了最後的信息：為了實現人工智慧的全部承諾並使其真正具有變革性和賦權性，它需要作為增強智慧與人類一起工作。這意味著讓機器處理它們最擅長的事情（大量數字運算、模式識別等），並讓人類做人類最擅長的事情（同理心、創造力、交響樂、快樂）。

This brings us to our closing message: To achieve the full promise of AI and make it truly transformative and empowering, it needs to work alongside people as augmented intelligence. This means letting the machines handle what they do best (massive number crunching, pattern recognition, etc.) and letting humans do what humans do best (empathy, creativity, symphony, joy).

便條

NOTE

實現增強智能的理想，即人類和機器的交叉點，是用戶體驗真正閃耀的地方——這就是我寫這本書來幫助您完成旅程的原因。

Achieving this ideal of augmented intelligence, the intersection of humans and machines, is where UX really shines—and this is why I wrote this book to help you on your journey.

所以，Daria 和我希望你留在我們的行業，因為令人驚奇的事情即將到來，我們迫不及待地想看看你將幫助為這個世界帶來什麼很酷的東西。祝你好運——給我們留言給 UXforAI.com，讓我們知道進展如何！

So, Daria and I hope you stick around in our industry because amazing things are coming, and we can't wait to see what cool stuff you're gonna help bring into this world. Good luck—drop us a line at UXforAI.com and let us know how it goes!

格雷格·努德爾曼和達里亞·肯普卡

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