UPA 2007

Beyond ROI

UCD as a Catalyst for Organizational Change

SalemSystems

Anita Salem, Cynthia King

Suzanne Boyd, Emma Rose, Anthro-Tech

Susan Kleimann, Kathryn Simonds, Kleimann Communication Group

What we'll cover

UPA 2007 workshop history

Look at three Views of Change

- Outline theory
- Present the results
- Get more feedback on strategies

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What we did

1. Presented three views of change
2. Broke into six groups and told brief stories of our work
3. Discussed 1-2 cases per table in detail
4. Tracked issues
5. Reported back

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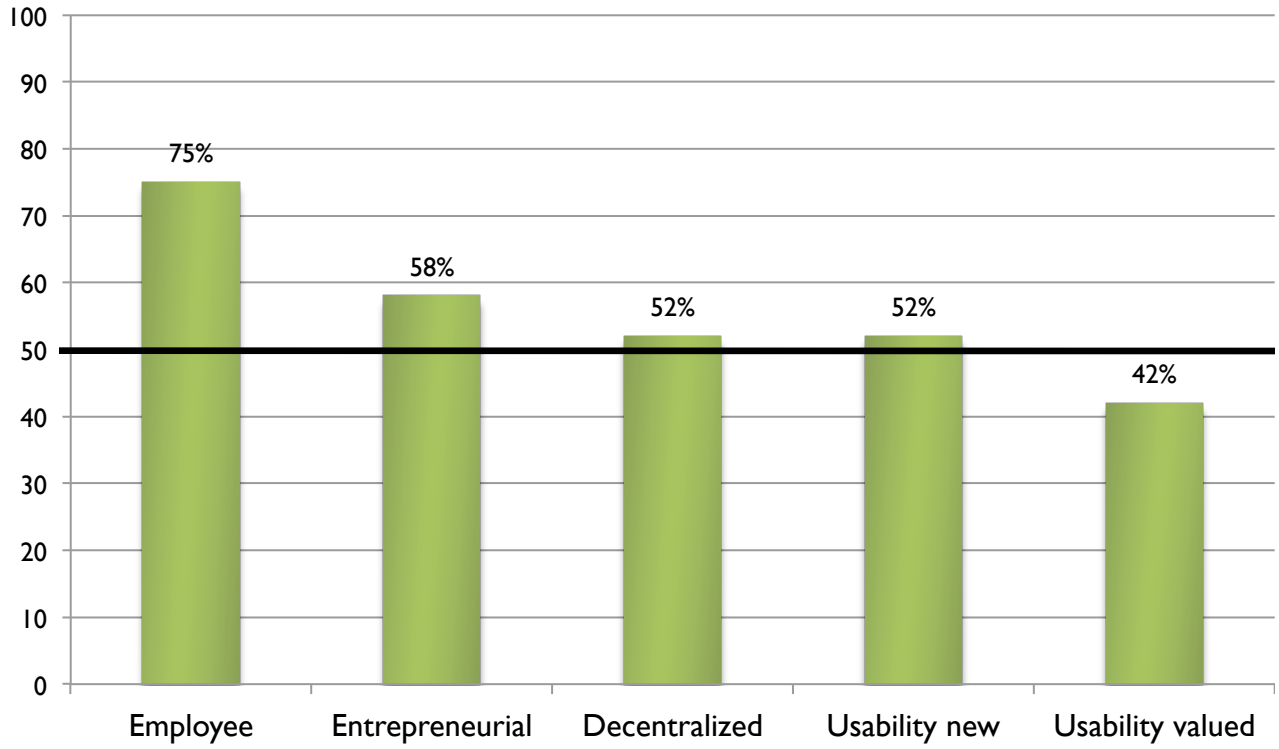
Beyond ROI

Who was there? (40 participants)



The Results

Three Views of Change

1. Usability Maturity Model (Nielsen)
2. Eight steps to Change (Kotter)
3. Five C's of Influence (King)

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View 1: Usability Maturity Model (Nielsen)

Stage	Focus	Role	Triggers	Yrs.
1. **Hostility**	Features	Hostility to users	Hopeless	
2. **Developer-centered**	Intuition	Lip service to users	Failures	3
3. **Skunkworks**	Ad-hoc efforts	User has value, but no budget	Logic	3
4. **Budgeted**	Magic potion	User testing is prominent	Results	3
5. **Managed**	Methodologies	Usability is across the org	ROI	6
6. **Systematic**	Standards & tracking	Full UCD	Big wins	6
7. **Integrated**	Metrics & goals	UCD affects product strategy	Necessary to job	6
8. **User-driven**	Direction & priority	UCD affects corporate strategy	Evangelize to executives	20

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View 2: Eight Stage Process of Change (Kotter)

Stages
1. Establish a Sense of Urgency
2. Create a Guiding Coalition
3. Create a Vision and Strategy
4. Communicate the Change Vision
5. Empower Broad-based Action
6. Generate Short-Term Wins
7. Consolidate Gains and Produce More Change
8. Anchor New Approaches in the Culture

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1. Create a Sense of Urgency

Examine market and competitive realities

Come up with innovative ways to assess the product

- Competitive analysis
- Competitor testing
- Benchmarking (stakeholders see users)
- Customer usage data
- Ethnography

Identify/discuss crises and opportunities

Connect the customer's voice to the argument

- Focus on fixing problems
- Look at mismatches between business and user goals
- User research identifies opportunities

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2. Create a Guiding Coalition

1. Create urgency
2. Build coalitions
3. Create a vision
4. Communicate
5. Empower action
6. Short-term wins
7. Consolidate
8. Anchor

Assemble a group with enough power

Make power players your supporter

- Find an executive champion
- Get the resistors on board
- Partner with developers up front

Encourage the group to work as a team

Facilitate conversations between other players

- Create one-on-one relationships
- Treat internal people as "customers"

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3. Create a Vision and Strategy

Create a vision and strategies to direct the change effort

Align with business objectives

- Support the core mission of the organization
- Have a concrete plan
- Focus on the benefits
- Create an "elevator" speech
- Create demos of good designs

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4. Communicate the Change Vision

Use every vehicle to communicate

Teach new behaviors by example

- Communicate often
- Repeat key messages
- Provide case studies
- Use value-added forums, such as workshops
- Use water cooler conversations

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5. Empower broad-based Action

1. Create urgency
2. Build coalitions
3. Create a vision
4. Communicate
5. Empower action
6. Short-term wins
7. Consolidate
8. Anchor

Get rid of obstacles and change systems

Create win-win situations

- Put usability into other employees' plans and reviews
- Be user centered, be inclusive
- Remove support from unsuccessful teams

Encourage risk-taking

Suggestions?

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6. Generate Short Term Wins

Plan and create visible improvements

Select good cases

- Pick your battles
- Start small
- Demonstrate, don't just talk
- Use key, visible projects

Recognize and reward employees

Suggestions?

- Nominate products and teams for awards

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7. Consolidate and Produce More Change

Use increased credibility to further change the system

Work across the organization

- Initiate and lead cross-team efforts
- Join others' meetings to hear emerging themes

Hire, promote, & develop employees who can implement the vision

Match vision to skills

- Work with outside experts
- Experienced practitioners should mentor up and coming
- Develop skills in communication, presentation, business processes
- Or just change out the development team

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8. Anchor new approaches in the Culture

Connect new behaviors with organizational success

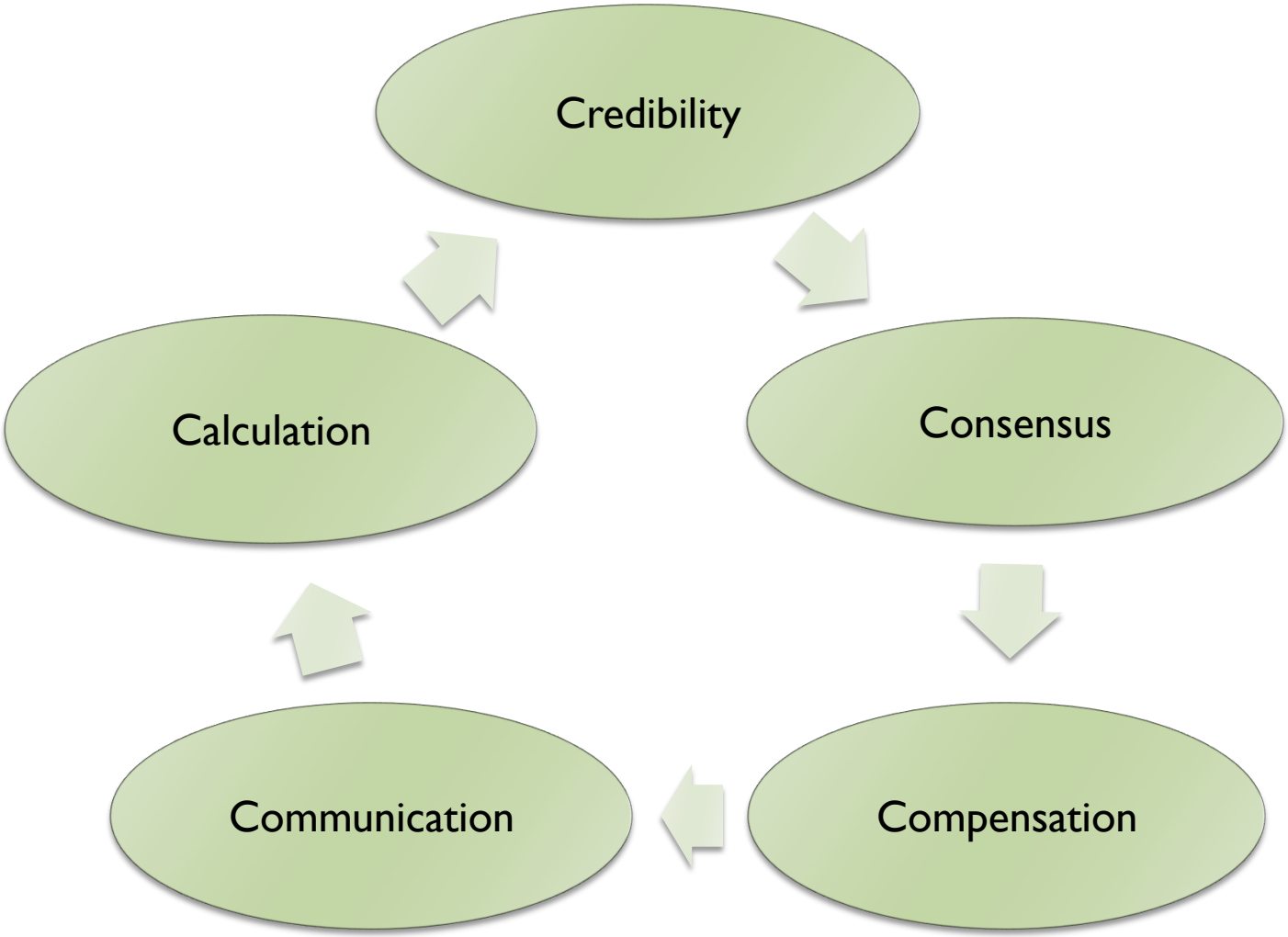
Align with business objectives

- Align improvements with organizational goals
- Measure against "baseline" data

Develop the means to ensure leadership development/succession

Suggestions

View 3: The Five C's of Influence (King)



Credibility

Reach

Form broad-ranging coalitions

- Build personal credibility
- Build team credibility
- Use customer success stories
- Infiltrate established groups
- Use outside expertise to "plant seeds"

Style

Be appropriate to your organization

- Be easy to work with
- Be flexible
- Don't be dogmatic

OR…

- Push hard when needed
- Be loud

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Consensus

Teamwork

Be collaborative

- Build consensus on goals
- Build rapport with internal customers
- Make product manager part of team
- Get stakeholders to look smart
- Listen, don't tell

Shared vision of user

Keep the focus on what the whole company is trying to do

- Create personas to unify vision of user
- Pull out common user needs
- Identify and allow for differences
- Collaborate to manage user types

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Compensation

Compensate based on desired changes

Suggestions?

- Build structures/incentives that reflect desired changes
- Give credit to others

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Communication

Clear messages

Make it tangible, measurable, Inclusive

- UCD is mission critical
- Be specific, have concrete timelines, deadlines, and costs
- "Do it right the first time"
- UCD as whole "user experience"
- UCD as "design the right thing"

Address fears

Build trust with your internal customers

- Be open and honest about time and costs
- Tailor your messages to specific audience
- Show value to them
- Address frustrations/pain points
- Listen
- Follow-up

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Calculation

Measure benefits

Prioritize with data

- Collect data
- Strengthen credibility through the triangulation of data
- Make decisions based on data
- Use data to make UCD concrete (rather than “soft”)

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Questions? Comments?

Usability Maturity Model

Eight Stages of Change

Five C's of Influence

- Thank You!

www.salemsystems.com/BeyondROI.html

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