A top-down and bottom-up approach to User Centric maturity at scale

The UX sandwich
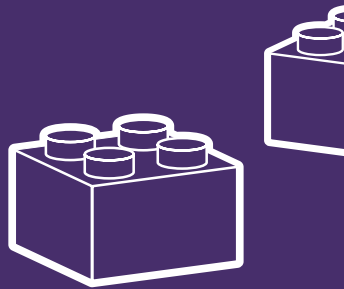
Vasileios Xanthopoulos

Lead UX Designer @ The LEGO Group

ENTERPRISE
User Experience
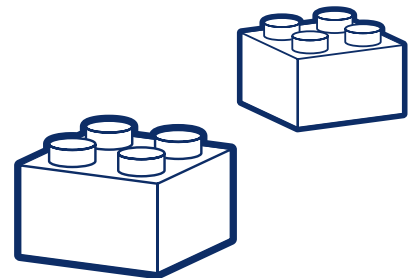
A little bit of history…

The year is 2015

User Experience is unknown territory in IT

Executive support is very limited

Development is technology and system centric

Silos

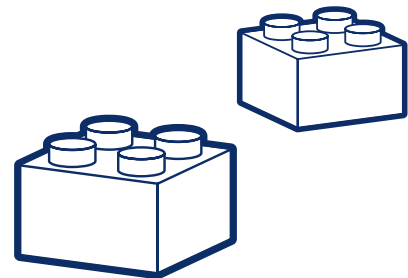No real business & no user requirements

The year is 2015

Very one-sided relationship between IT and the business

If we are involved, it is usually very late

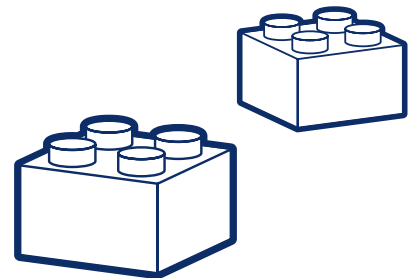# Mostly, we are just doing this…

From 2015-2018

Fight every step of the way

LEGO Wide personas are implemented

300 IT colleagues participating in UX mindset training

We slowly see a slow push for UX involvement...

Miss the forest for the trees

Caught up in projects

No mission / vision

No strategy

The UX Reboot

Cleared our calendars for 3 weeks

Detach and look at the big picture

Run the department as a business

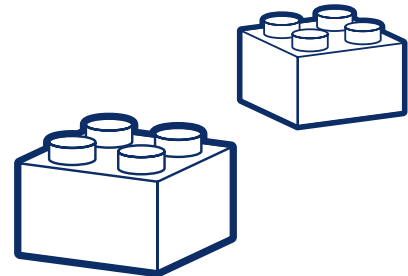"Designed" our vision

Service design our service offering

The year is 2019

We have varying levels of executive buy-in

Product teams with varying degrees of UX understanding

Higher demand for UX work

We get more resource

The Problem

Products in
Business Technology

~400

UX Designers / Researcher
In house

7

Challenges

Limited capacity

Focus on small no of products with the highest RoI

Inferior UX in other areas of the portfolio

Missed opportunities

"Problem displacement"

Leadership decisions affect UX

Disrupting status quo from the outside-in

So How Might We…

Leverage the executive support that we have in a more impactful way?

"It is time to put our money where our mouth is…"

Ensure UX is not an afterthought when decisions are made on a leadership level?

Support as many different product teams as possible, at a satisfactory level?

Increase the User Centric mindset organically, from within?

The UX "Sandwich"

A Bottom Up and a Top Down Approach to Maturing the UX Mindset

LEGO

UX Partnership

Design thinking

Agile Development

Digital transformation

Products

UX Academy

The UX Partnership

Top-down Approach

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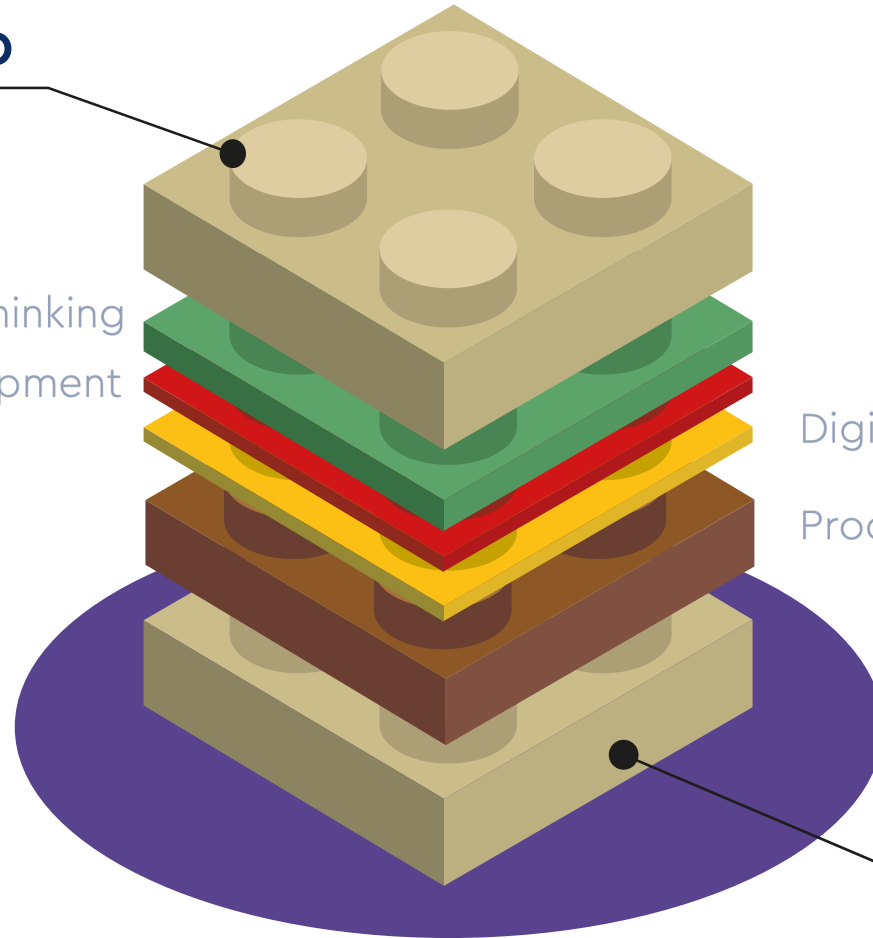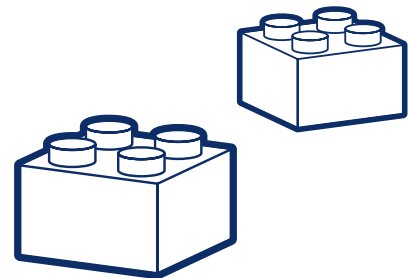Increase the User Centric mindset organically, from within?

What is it...

A UX designer from our team assumes the role of the UX partner in one of the streams in Business Technology, partnering with the director of that stream on a leadership level

Responsibilities and mission of a UX Partner

Responsibilities

Domain knowledge and strategy

UX Vision Setting

Stream-wide guidelines and direction

Help setup meaningful value measures

Practical UX work

Responsibilities

Domain knowledge and strategy

UX Vision Setting

Stream-wide guidelines and direction

Help setup meaningful value measures

Practical UX work
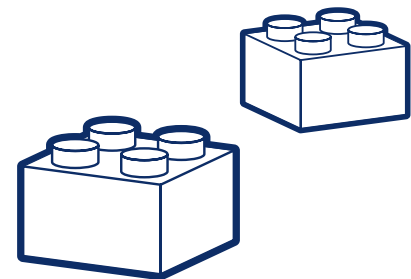
Responsibilities

UX Vision Setting

Monitor – Measure – Change

Short Term Vision

Raise the level of usability and experience of all our products

Long Term Vision

Responsibilities

Domain knowledge and strategy

UX Vision Setting

Stream-wide guidelines and direction

Help setup meaningful value measures

Practical UX work

Responsibilities

Stream-wide guidelines and direction

System Usability Scale (SUS) score as KPI for all products

Products need to have **>68** SUS score

Vendor selection requirements

Configurability, base level of usability, usability testing required etc…

Responsibilities

Domain knowledge and strategy

UX Vision Setting

Stream-wide guidelines and direction

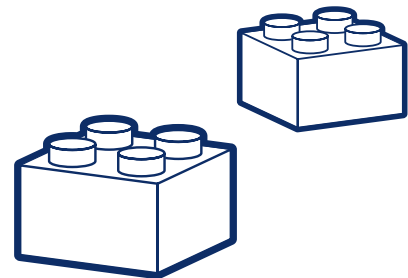Help setup meaningful value measures

Practical UX work

Responsibilities

Help setup meaningful value measures

According to short term vision, help teams via facilitating design thinking workshops in defining impactful and meaningful value measures with the business and the end-user in mind.

Responsibilities

Domain knowledge and strategy

UX Vision Setting

Stream-wide guidelines and direction

Help setup meaningful value measures

Practical UX work

What we have learnt so far...

Learnings

Strategic work is a huge responsibility

Focus on strategic work and not practical work

Develop thick skin

Develop leadership skills

What we have achieved!

Achievements

All products have SUS scores and it is used as a KPI

User Centric Design and Development maturity

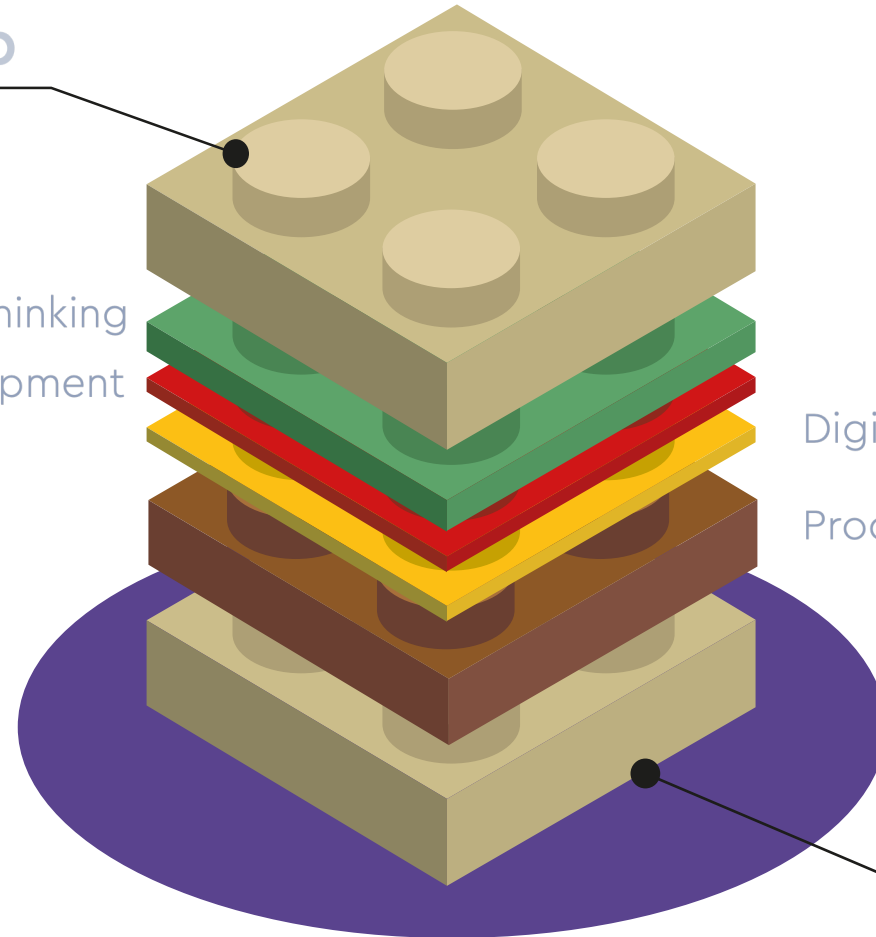User testing/feedback is incorporated into every sprint

The UX "Sandwich"

A Bottom Up and a Top Down Approach to Maturing the UX Mindset

UX Partnership

Design thinking
Agile Development

Digital transformation

Products

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So How Might We…

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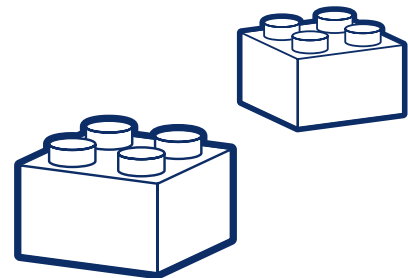Increase the User Centric mindset organically, from within?

The UX Academy

Bottom-up approach

What is it…

Identify non designers (ambassadors) from different product teams and give them the tools and knowledge to carry out day to day UX activities and spread the user centric mindset from within
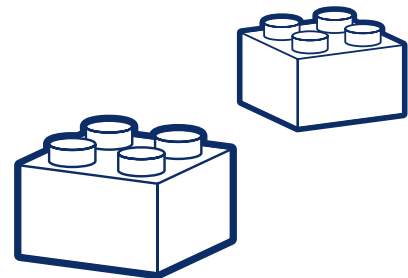
How?

Secure time in ambassador's calendars for UX work

Find ambassadors

Decide on curriculum
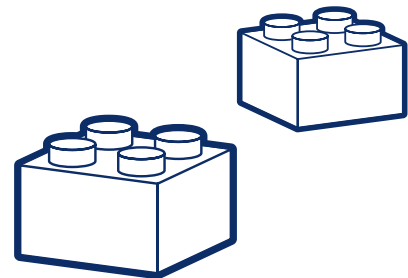
Determine the method of teaching

How?

Secure time in ambassador's calendars for UX work
20% of ambassador's time secured for UX work

Find ambassadors

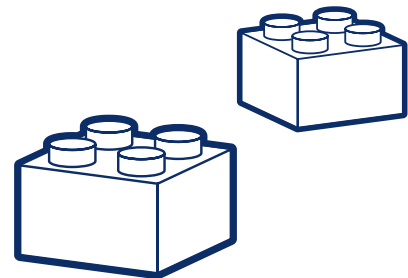Decide on curriculum

Determine the method of teaching

How?

Secure time in ambassador's calendars for UX work

Find ambassadors

Decide on curriculum

Determine the method of teaching

Finding Ambassadors

Handpick individuals from product teams

Jr/Senior Developers

Product owners

Scrum Masters

IT Consultants

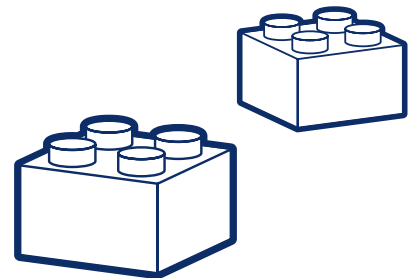One on one discussion about user experience

Determination

How?

Secure time in ambassador's calendars for UX work

Find ambassadors

Decide on curriculum
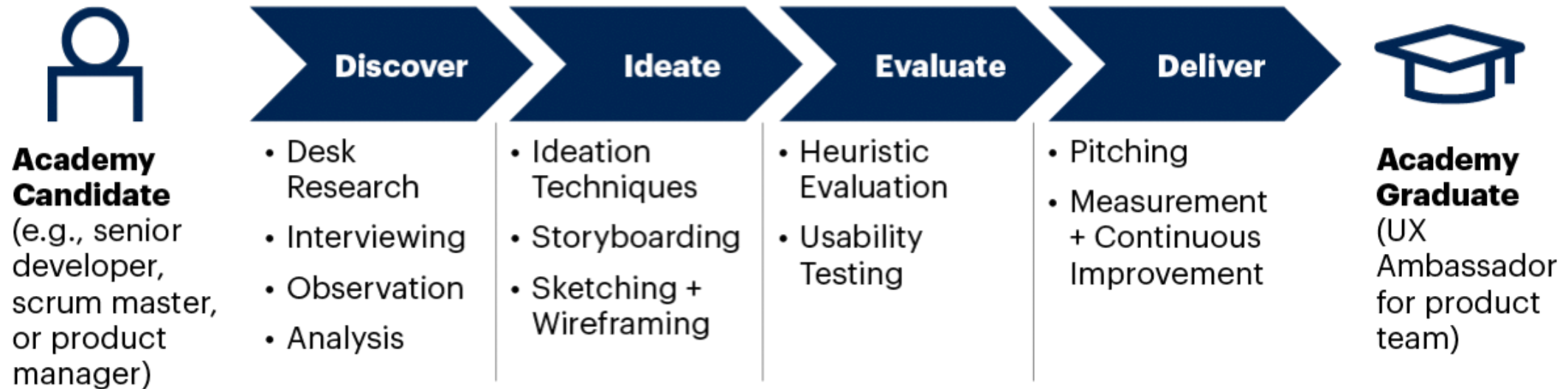
Determine the method of teaching

How
Decide on curriculum

Workshop to identify common UX issues products face

UX Academy Curriculum

Academy Candidate	Discover	Ideate	Evaluate	Deliver	Academy Graduate
(e.g., senior developer, scrum master, or product manager)	• Desk Research • Interviewing • Observation • Analysis	• Ideation Techniques • Storyboarding • Sketching + Wireframing	• Heuristic Evaluation • Usability Testing	• Pitching • Measurement + Continuous Improvement	(UX Ambassador for product team)

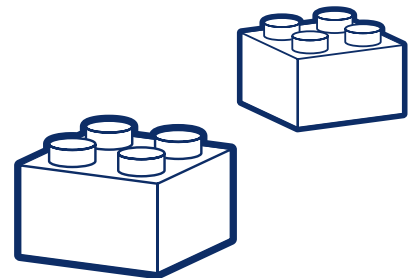Source: Adapted From the LEGO Group

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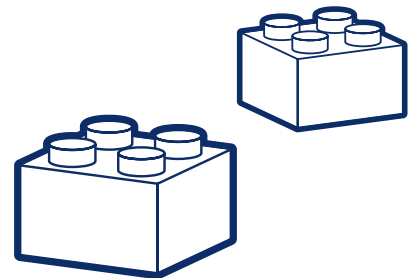
Determine the method of teaching

How

Determine the method of teaching and curriculum

Face 2 face and Online

A mini university semester

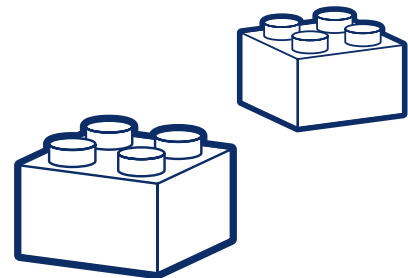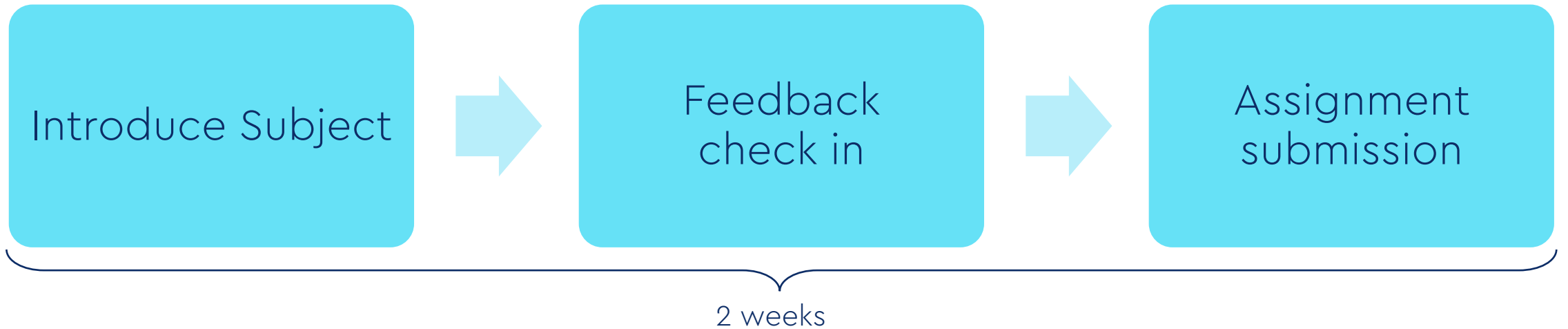Class-room teaching – Mentoring – Practical work

How

Determine the method of teaching and curriculum

2 week sprints

Introduce Subject → Feedback check in → Assignment submission

2 weeks

"My most valuable learning is without any doubt, that my end users interviewed are very willing to talk about their everyday work, what tools they are using, on and offline, their process, which help us tremendously in a new design. The quieter I was, the more they were sharing :)"

— Feedback from a UX Ambassador
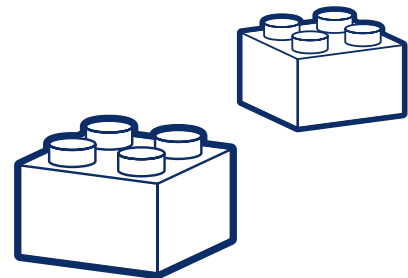
Example classroom session - Interviews

Greetings – Reflections from last sprint

What are interviews

What do we use them for

How do we do them

Tips and tricks

How to write an interview script / guide

Good and bad types of questions

Assignment

Example assignment

Draft a guide for your interview

Carefully recruit 3-5 people that fit your target audience
Interview each of the 3-5 people in a 20-30 minute 1:1 session

Delivery

On Friday September 13 upload your interview guide along with your most valuable
insights into the upload Team's folder for Sprint 2 - Interviewing.
In your document, include your reflections on what you learned during this sprint.

What we have learnt
so far...

Learnings

Include hands-on elements in classroom teaching

Ensure 20% cleared time in ambassador calendar/Jira/backlog

Some tools and disciplines are much easier to grasp and integrate than others

What we have achieved!
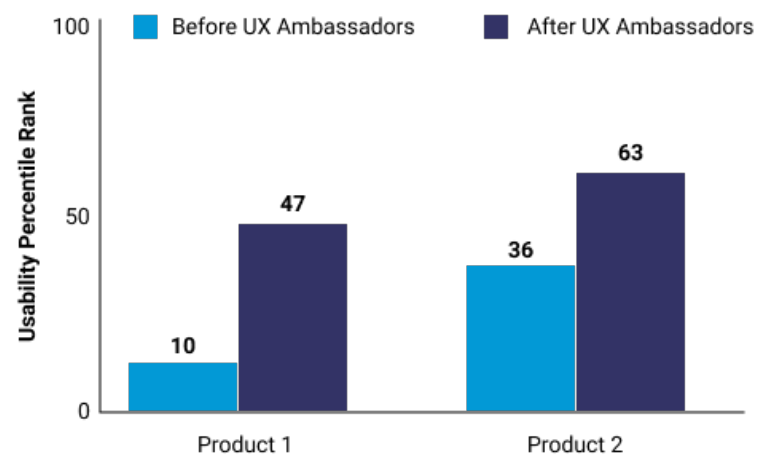
Achievements

Products with UX design

3x

Avg SUS score improvement

+10$_{pts}$

Participants 2nd Academy Intake

2x

System Usability Improvements

Ambassadors are "homegrown" and adhere to the quality of work we need

UX is part of the product vision and strategy

Proactive involvement in product vision setting and value measures

Significant increase in questions about how to do UX work

One ambassador became a full time UX designer and more coming!
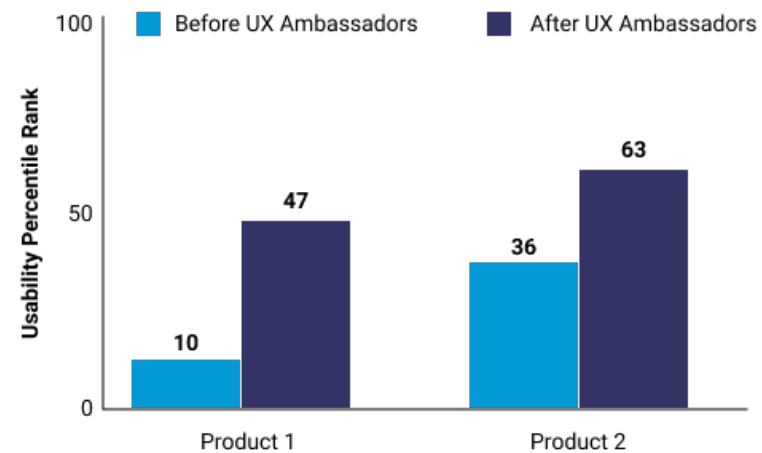
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System Usability Improvements

Usability Percentile Rank — Before UX Ambassadors / After UX Ambassadors

Product 1: 10, 47
Product 2: 36, 63

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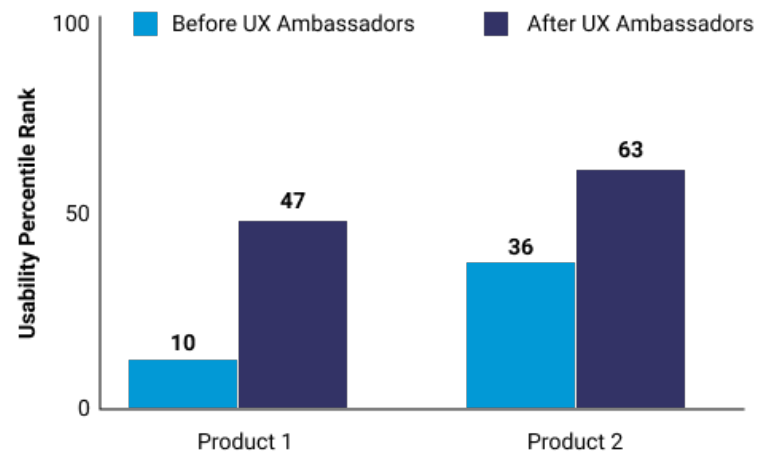
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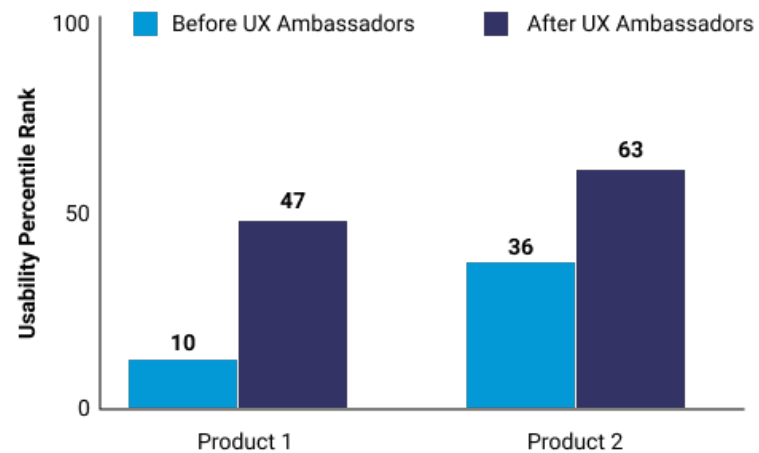
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Takeaways

If you don't want to miss out on...

Leverage the executive support that you have in an impactful way

Increase the User Centric mindset organically

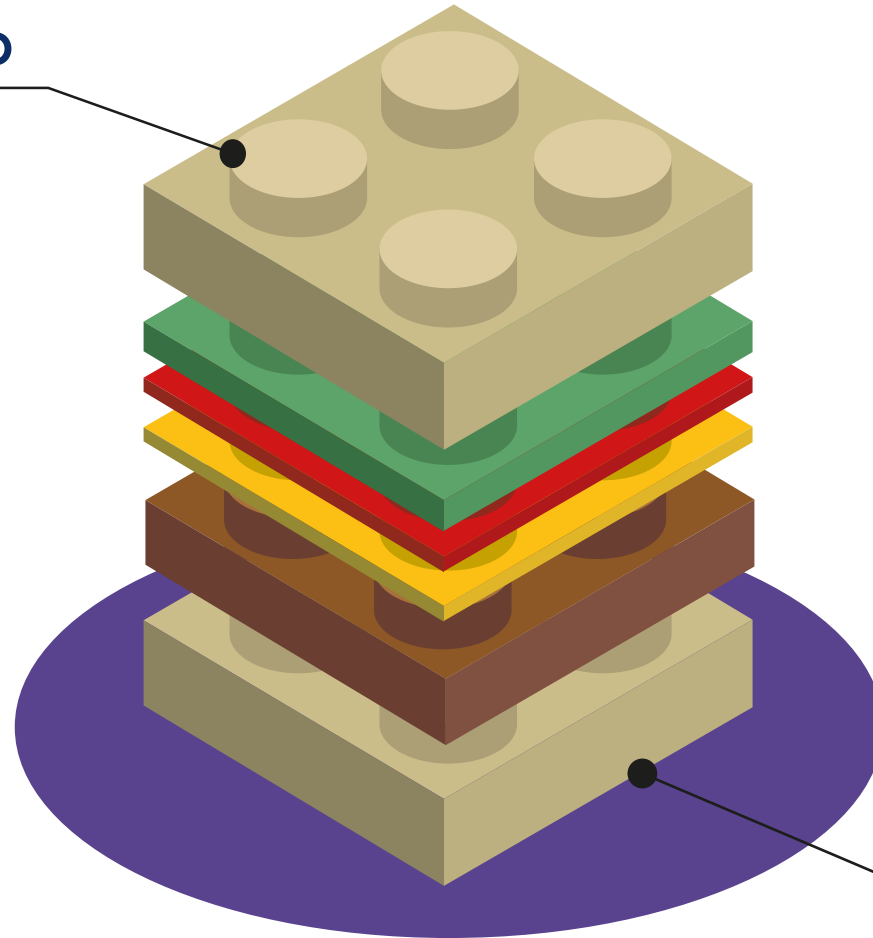Ensure UX is not an afterthought when decisions are made

Support as many different product teams as possible

Take a bite out of this!

UX Partnership

UX Academy

Thank you…

Vasileios Xanthopoulos

Lead UX Designer @ The LEGO Group

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