

UPA 2007

## Beyond ROI

UCD as a Catalyst for Organizational Change

 SalemSystems

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# Beyond ROI

## What we'll cover

UPA 2007 workshop history

Look at three Views of Change

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

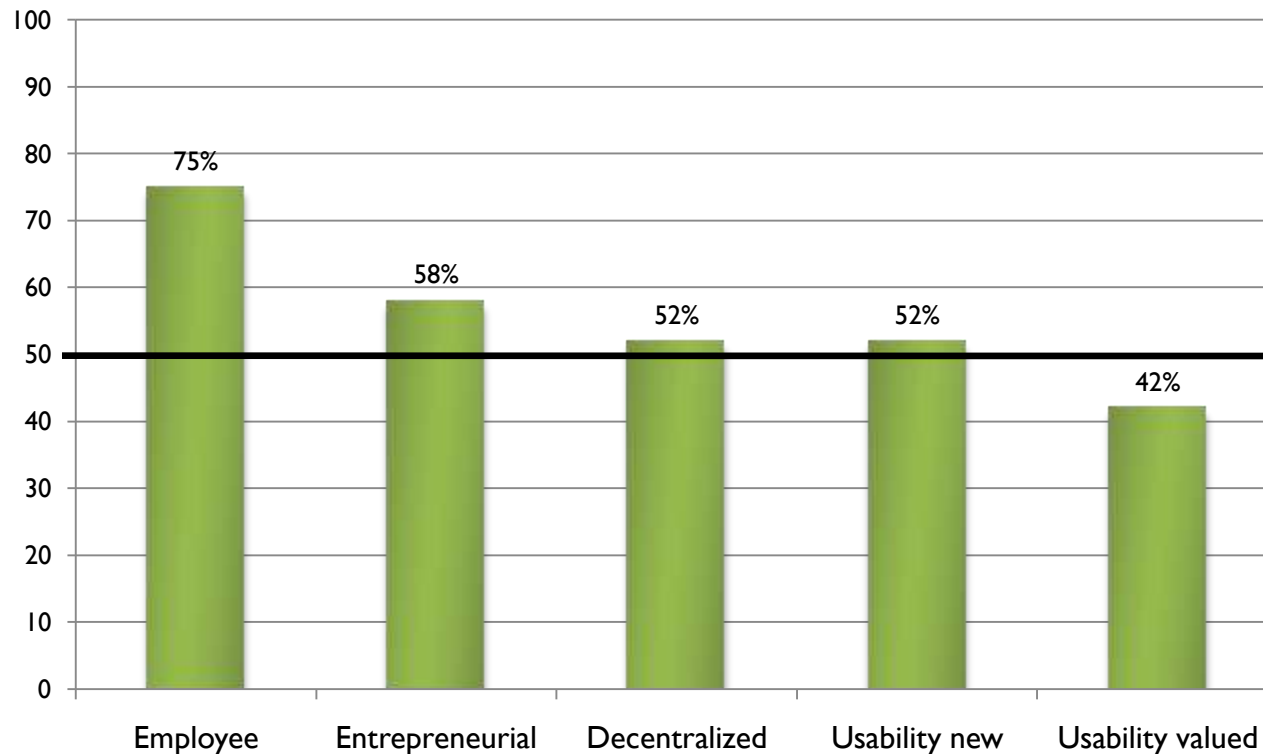
# Beyond ROI

## 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

# 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)

# View 1: Usability Maturity Model (Nielsen)

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

# 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

# 1. Create a Sense of Urgency

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

## 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

## 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”

# 3. Create a Vision and Strategy

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

## 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

# 4. Communicate the Change Vision

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

## 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

# 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?*

# 6. Generate Short Term Wins

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

## 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

# 7. Consolidate and Produce More Change

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

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

# 8. Anchor new approaches in the Culture

1. Create urgency
2. Build coalitions
3. Create a vision
4. Communicate
5. Empower action
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## Connect new behaviors with organizational success

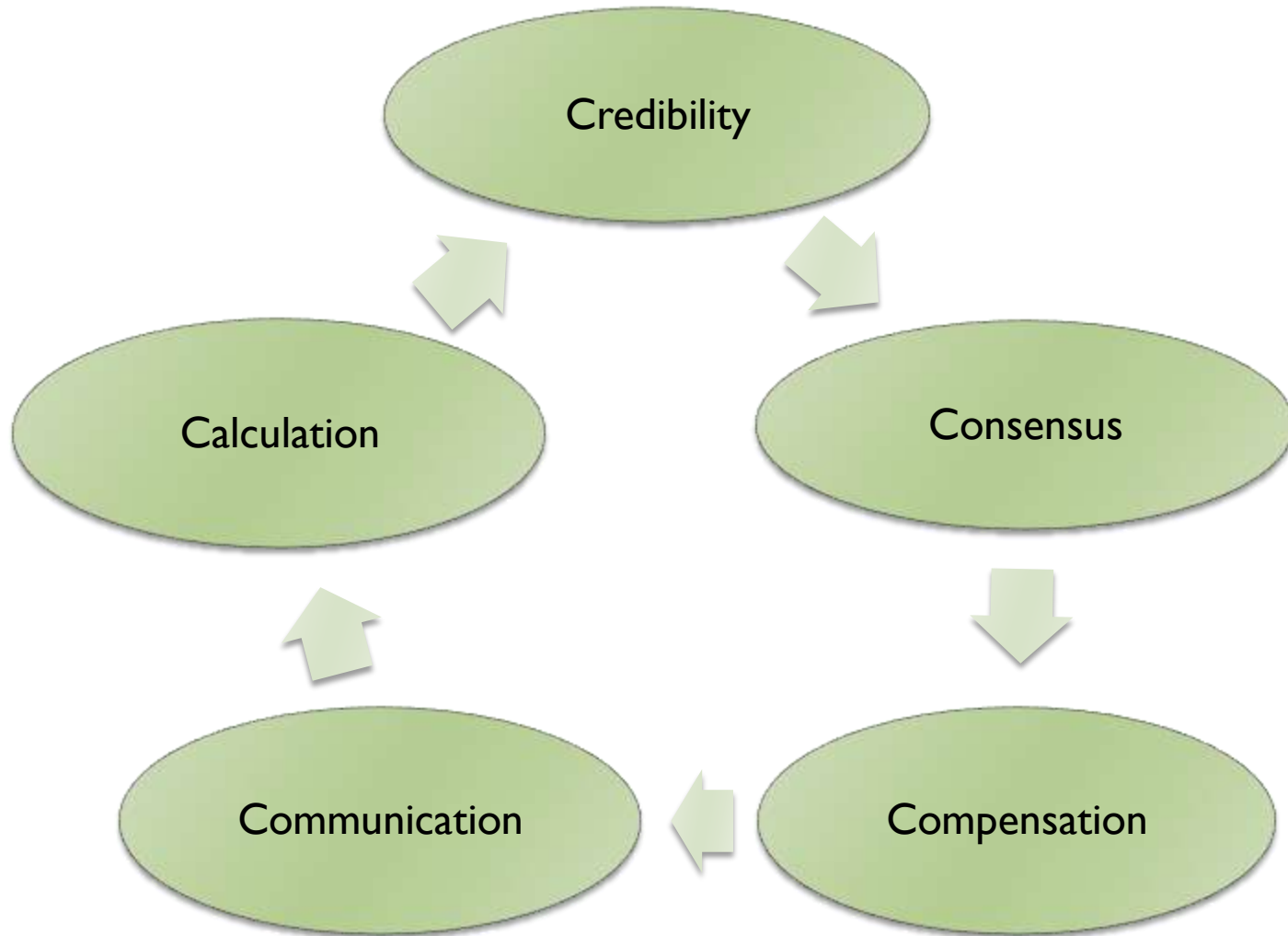
*Align with  
business  
objectives*

- 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

1. Credibility
2. Consensus
3. Compensation
4. Communication
5. Calculation

## 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

## 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

# Compensation

1. Credibility
2. Consensus
- ▶ 3. Compensation
4. Communication
5. Calculation

## Compensate based on desired changes

*Suggestions?*

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

## 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

## 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”)

# Questions? Comments?

Usability Maturity Model

Eight Stages of Change

Five C's of Influence

 Thank You!

[www.salemsystems.com/BeyondROI.html](http://www.salemsystems.com/BeyondROI.html)

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