

Best Practices for Leveraging UX in an Agile Enterprise Development Process



HELLO!

I am Angel Banks

UX Designer, First Data

Women Who Code Atlanta

Find me on twitter: @angelmbanks





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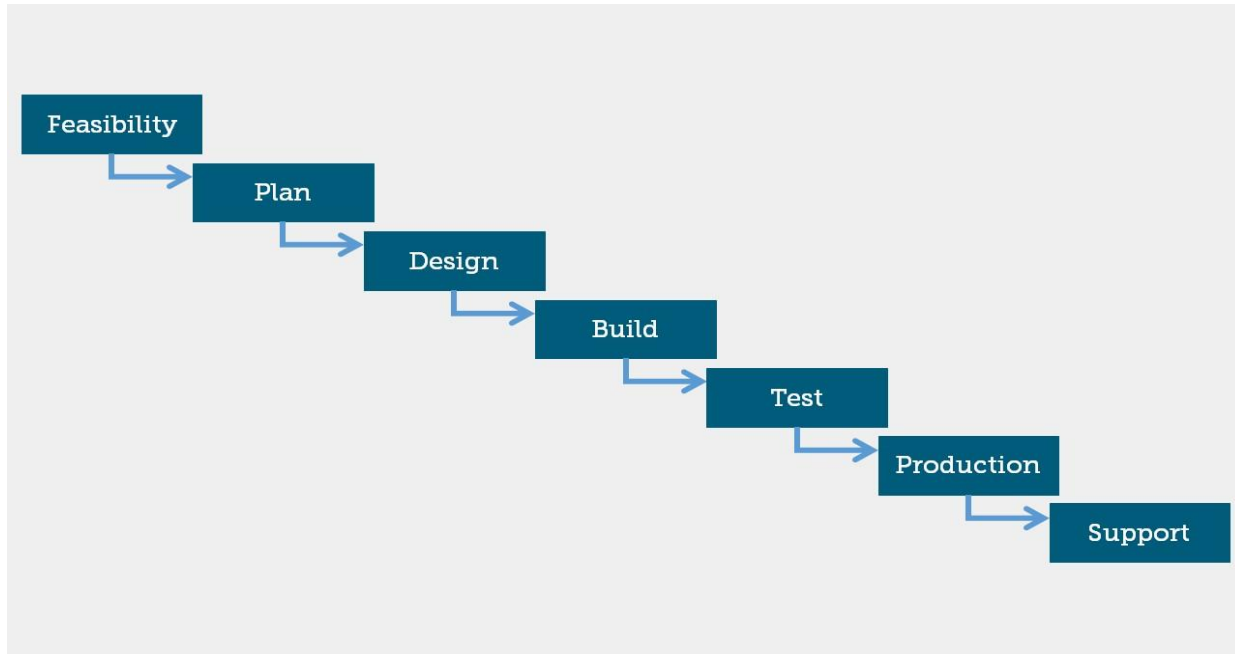
Waterfall vs. Agile

Enterprise Organizations




WATERFALL

- » Each phase of product life cycle takes place in sequence.
- » All requirements gathering and design work is done before code.



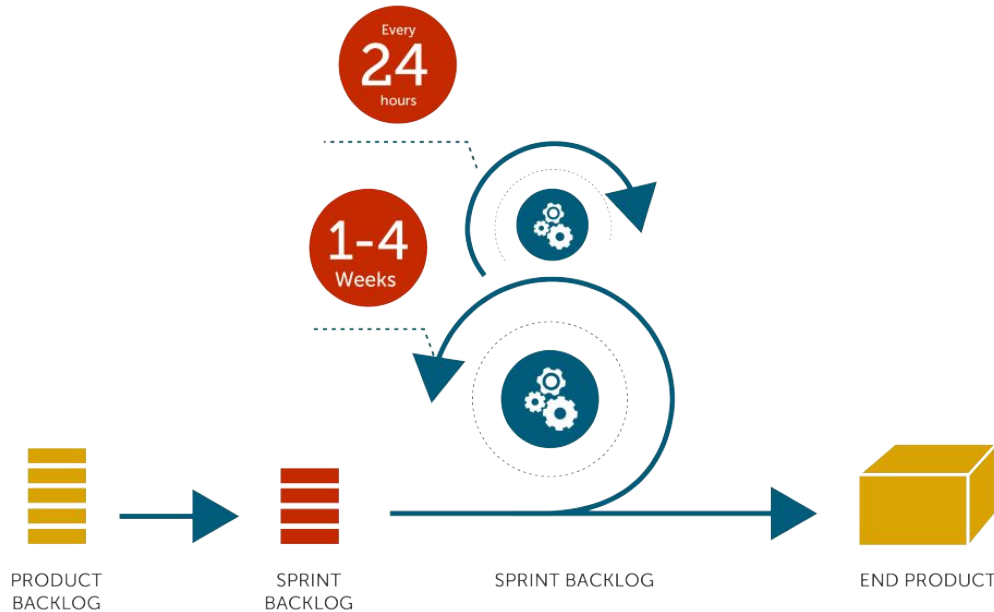


Cons of Waterfall

- » Building software for a client who doesn't really know what they need and what is possible.
 - » Designers aren't able to foresee problems from the implementation of their designs.
 - » Changes to requirements are not easily incorporated.
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AGILE

- » Incremental, iterative approach.
- » Instead of extensive planning upfront, agile allows for changing requirements over time by using cross-functional teams.






Cons of Agile

- » Documentation can sometimes be neglected.
 - » Can be a problem in large organizations if not implemented correctly.
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Lean UX Manifesto

- » **Early customer validation** over releasing products with unknown-end-user value.
 - » **Collaborative design** over designing on an island.
 - » **Solving user problems** over designing the next “cool” feature
 - » **Measuring Key Performance Indicators (KPIs)** over undefined success metrics.
 - » **Applying appropriate tools** over following a rigid plan.
 - » **Nimble design** over heavy wireframes, comp, or specs.
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CHALLENGES



BARRIERS TO MAKE UX HAPPEN




Thanks to Jason Mesut

Source: Making UX Happen survey of top 3 barriers (84 respondents)

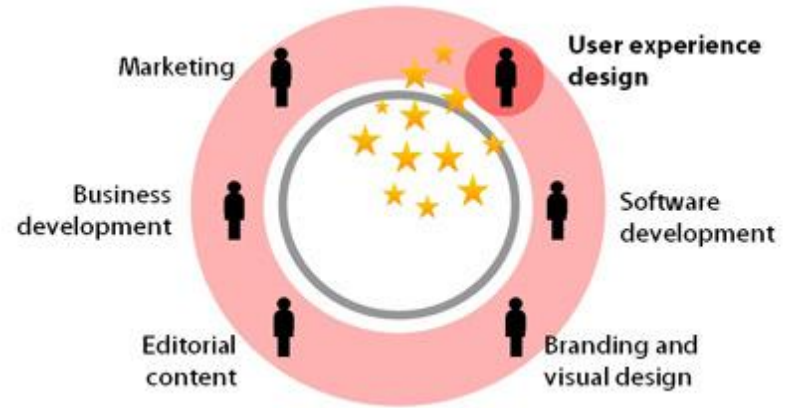


END USERS

- » Access to end users
 - » Chain of approval
 - » Stakeholders believe they know the user
 - » Time away from job functions
 - » Costs
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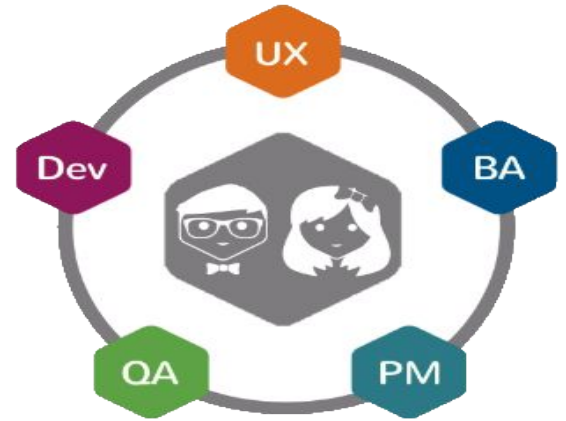
STAKEHOLDERS

- » Stakeholder “buy-in”
- » Do they understand what UX is?
- » Bureaucracy - too many layers of management
- » New or replacement employees



ORGANIZATIONAL SILOS

- » Multi-disciplinary teams are at the heart of user-centered design however many enterprise organizations have internal teams working in silos.
- » Product management, developers, business analysts, project management, marketing, etc., all working on their own island.
- » Collaboration can face resistance.





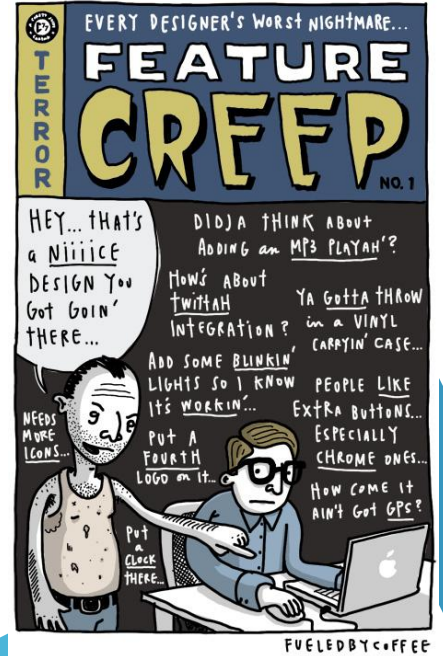
ESTABLISHED PROCESS

- » Internal processes and organizational structures have been established long before UX was introduced.
- » Those established techniques often don't blend with common UX workflow.
- » Change can be scary. Some managers are afraid to replace old models for new strategies.
- » Managers want to see the final product, not an MVP.



FEATURES FIRST, UX SECOND

- » Stakeholders want to add features for every *perceived* problem.
- » Feature creep - confusing internal requirements for persona goals.
- » Stakeholders interpreting persona motivations and goals instead of UX, through research.





USER RESEARCH

- » It can be challenging to find specialized end users to participate in research.
- » Some stakeholders don't see the value of user research and think their insights are more relevant than those of the users.


**Designing without research
is like getting into a taxi
and just saying,**

"Drive."

 Facebook Research




DESIGN

- » Designers are asked to design “micro-experiences” and not given the information to consider the entire experience.
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TOO MANY TOOLS

- » Each team has its own preferred set of tools which can make collaboration and hand-offs with other teams difficult.
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3.

SOLUTIONS

Let's start with the first set of slides






NO MAGIC BULLET






ENGAGING STAKEHOLDERS

- » Conduct sessions for UX to explain to stakeholders
 - ◇ what UX is
 - ◇ what it not
 - ◇ the process and activities involve
 - » UX should conduct group or one-on-one interviews to clear up any confusion about the process.
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EDUCATING STAKEHOLDERS

- » Educate stakeholders on the importance of the enterprise user.
 - ◇ Pain points
 - ◇ Motivations
 - ◇ Needs
 - ◇ Journey
- 



CREATE USE CASES

- » Storytelling - create a narrative-based use case to help stakeholders understanding the user's journey.
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REMOTE USER VISITS

- » Conduct remote user visits and interviews, watch them work.
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FORM ALLIANCES

- » The larger the company, the more politics involved.
 - » UX should include product managers and developers in the process.
 - » Use other departments to help recruit user research participants (sales, HR/recruiting, product management).
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WORK AHEAD

- » UX should work with product management to define requirements ahead of development in order to rapidly prototype solutions.
 - » This allows for time to get required stakeholder approvals, and make any necessary changes, before handing off to development.
- 




PRIORITIZE THE PAIN

- » With complex enterprise applications, it is impossible to solve all of the design problems at once.
 - » Conducting qualitative (behavior) research to determine the worst pain points.
 - » Use quantitative data to see which site areas have the most traffic.
 - » Develop a plan to decide which issues are most pressing.
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CREATE SCALABLE DESIGN SYSTEMS

- » Tackling complex apps screen by screen can be far too cumbersome.
 - » Creating style guides, component libraries, and guidelines will allow developers to find some design solutions on their own.
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TOOLS

- » Try to find tools that allow for teams to collaborate and communicate more efficiently.
 - ◇ UX Pin
 - ◇ Trello
 - ◇ Slack
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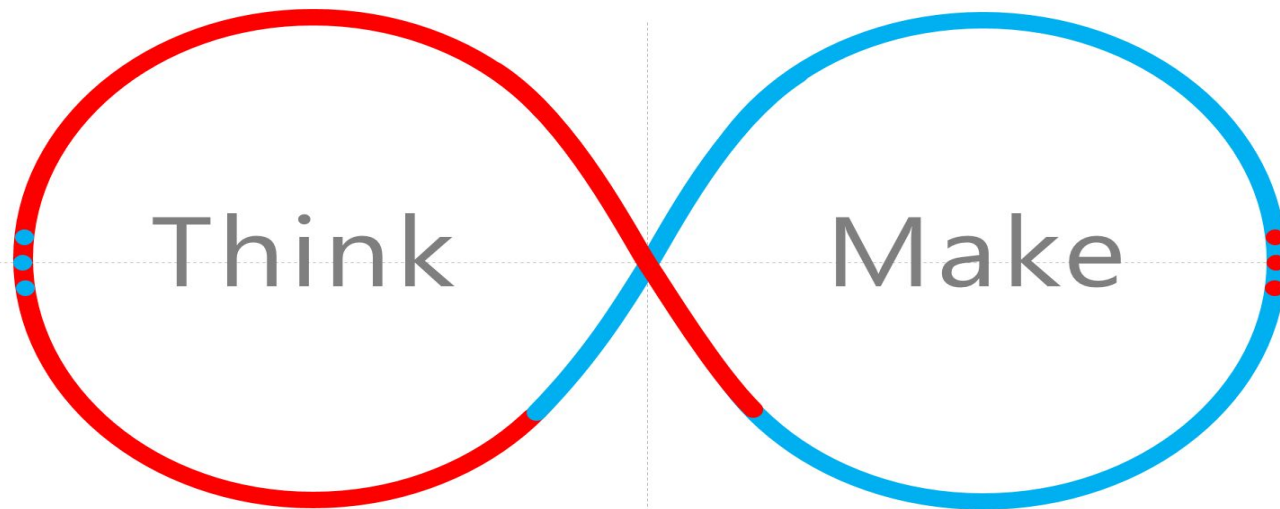


COLLABORATION

- » Conduct open design sessions which includes everyone (sales, customer services, etc) where anyone can discuss problems and potential solutions.
 - » Designers share their work in-progress with a couple of product managers and developers to get a fresh pair of eyes.
- 



BETTER TOGETHER



UX Design / Research

Dev, Test, PM, PO

C O R E T E A M W O R K S E N D - T O - E N D

dave.landis@lithespeed.com

