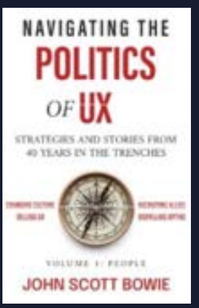
Advancing Corporate UX Maturity: Making the Business Case

John Bowie

1982 1988 1992 2002 2004 2005 2008 2012 2020 2022



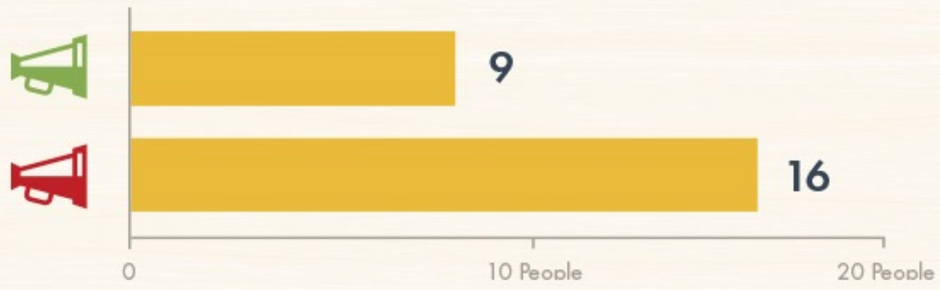
john@johnscottbowie.com

Traditional Business Case...

For every customer who bothers to complain, **26** other customers remain silent.

It takes **12** positive experiences to make up for one unresolved negative

Americans tell an average of **9** people about good experiences, and tell **16** (nearly two times more) people about poor experiences.



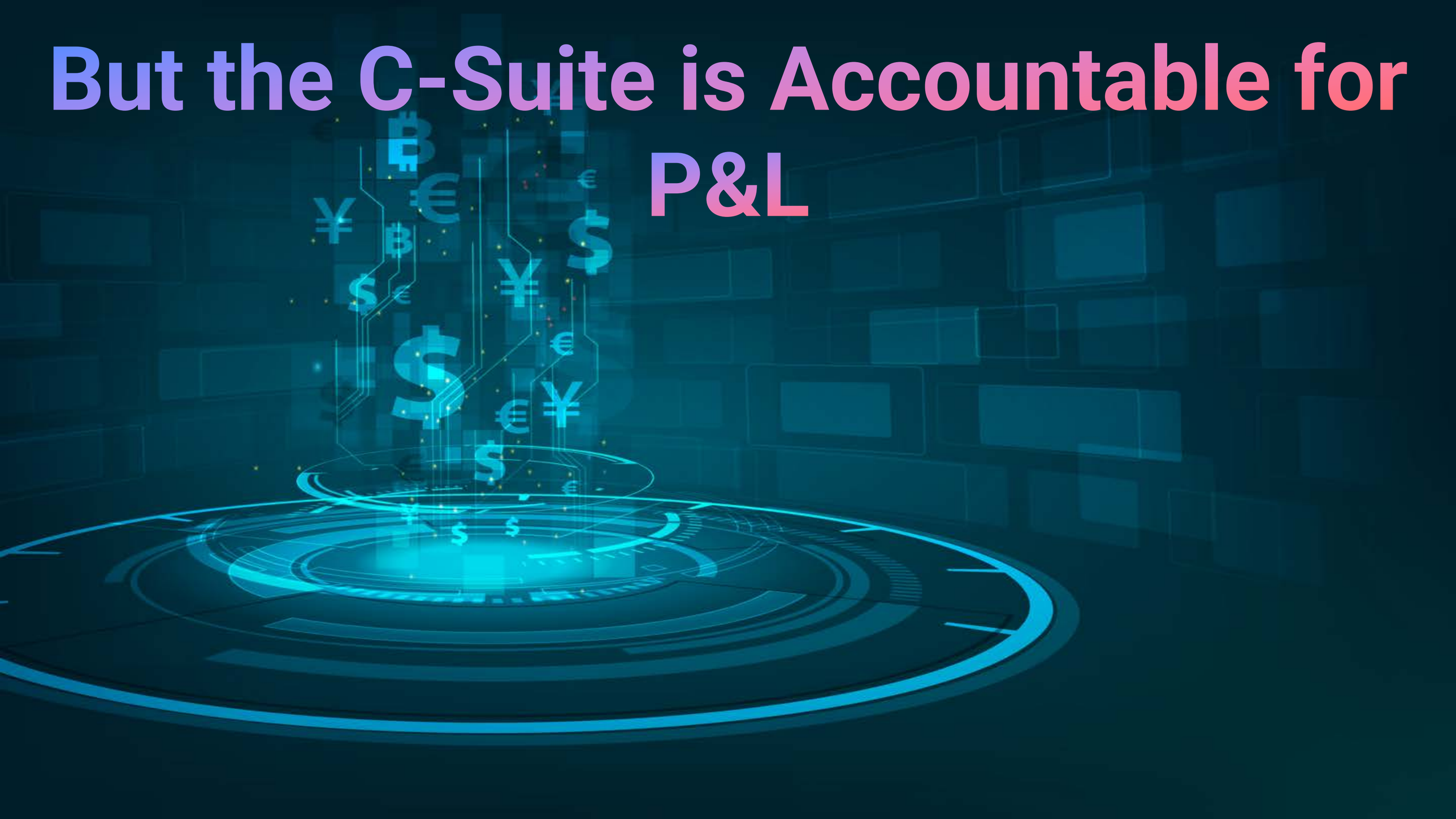
Source: American Express Survey, 2011

Source: White House Office of Consumer Affairs

...But Statistics are Not Compelling

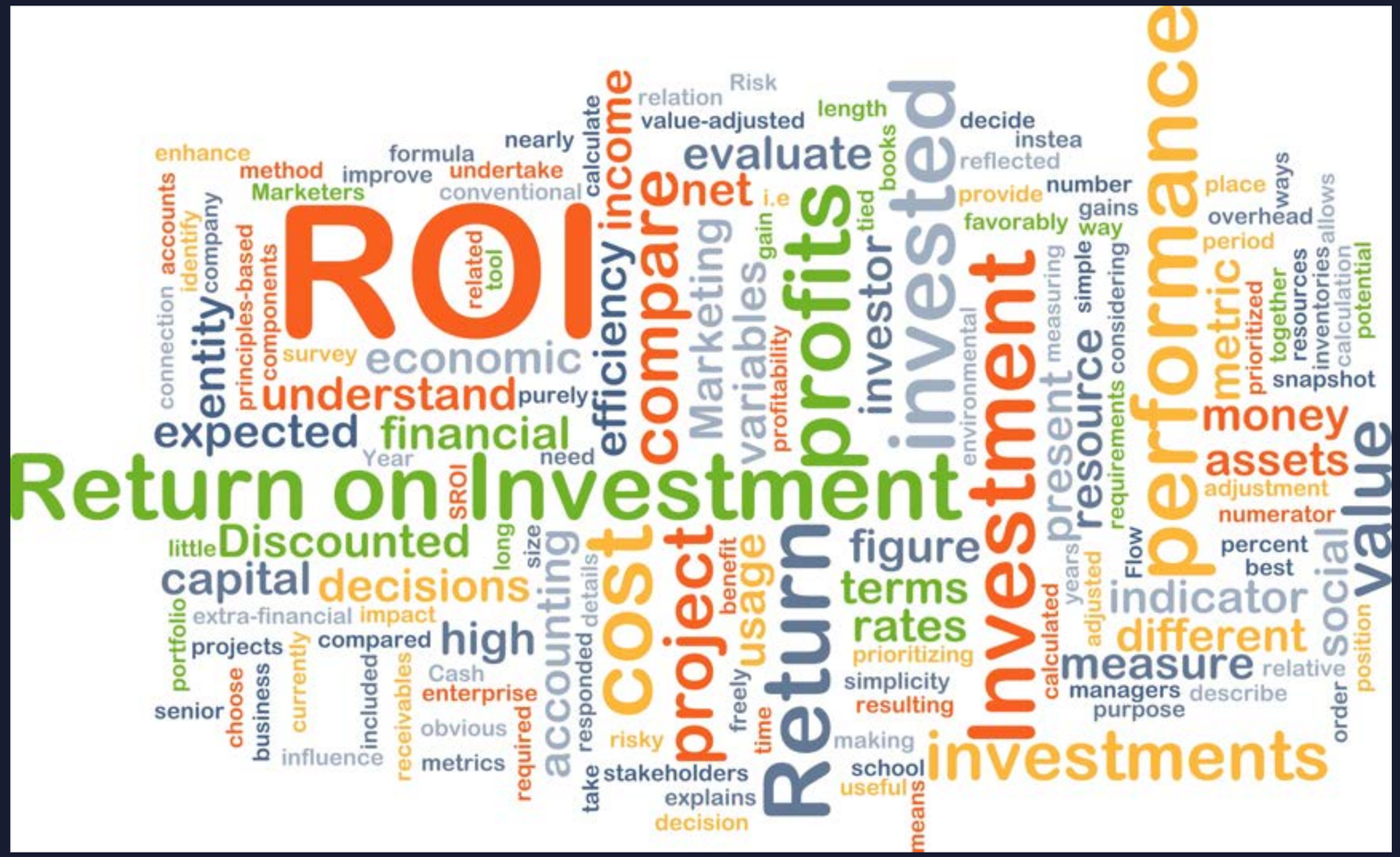
User Empathy Resonates with You...

But the C-Suite is Accountable for P&L



1 You Must Tell Stories

2 You Must Prove ROI for ME!



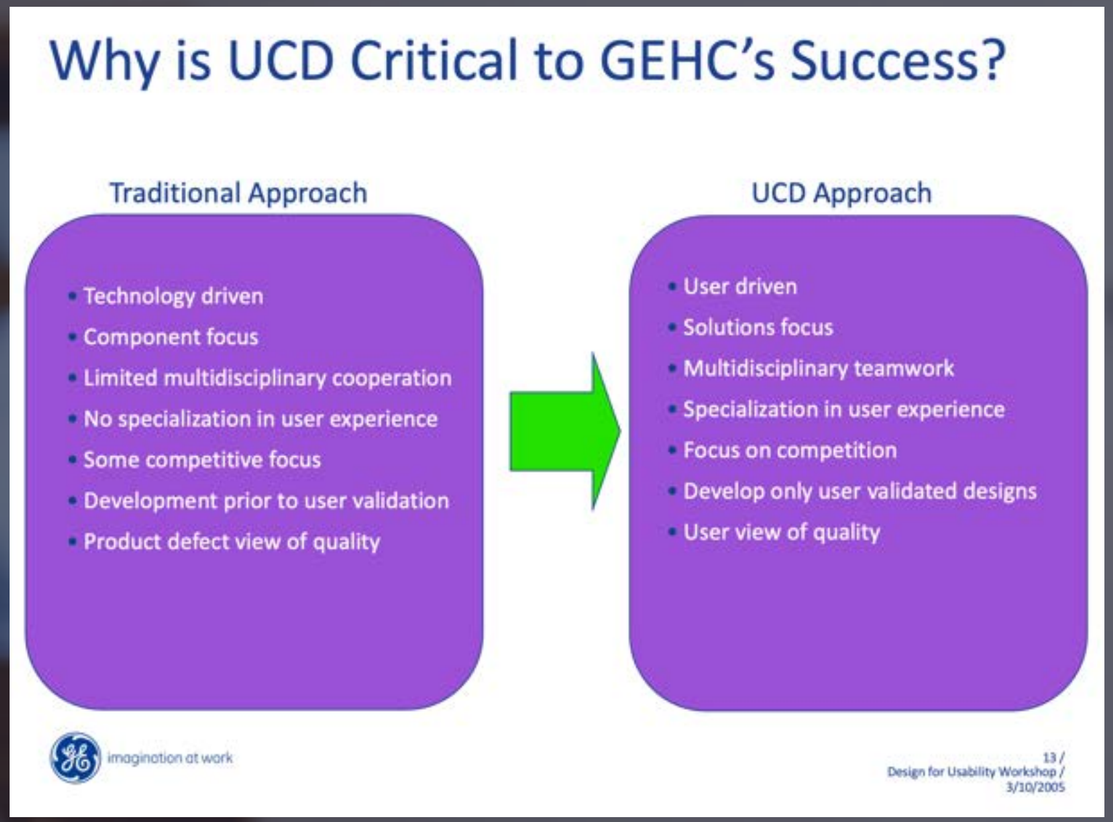
3
You Must Recruit Allies

4 You Must Share Credit

5
You Must Help Others
Succeed

1 You Must Tell Stories

Preaching Doesn't Work



Teaching Doesn't Work

Are You UX'd?

Workshop Goal:
Begin the journey toward a customer-obsessed culture by establishing a common understanding of User Experience Design and how everyone in EAG shares responsibility for delivering a world-class user experience.

What is UX Design?
- A brief history of user experience design – UX defined and demonstrated – why UX is mission-critical

The Chasm
- The mythical "user" – closing the chasm between what people know and need to know to get results

Governing Dynamics
- A model of human-technology collaboration – designing the "user component" in the system

Research
- Start of class exercise: mapping the user experience of reserving a conference room

Analysis
- Exercise continued: finding pain points, moments of truth, and road blocks in the user experience

Design
- Conclusion of the exercise: redesigning the user experience to ensure user success and delight

Illustrated, Animated Stories Work

Stop Using the “U” Word

Vision Prototypes

Administrator

Ken Schneider

Profile

- Deputy Superintendentfor Curriculum and Instrustion
- Long career as a teacher, then curriculum director
- Works in a major urban district
- Leads a small staff of specialists

Primary Goals

- Meeting district accountabiliy standards.
- Connecting individual teachers, schools, and the district.
- Making sense of a number of data sources.
- Making good buying decisions for the district.
- Showing administrators that the decisions I've made we smart.

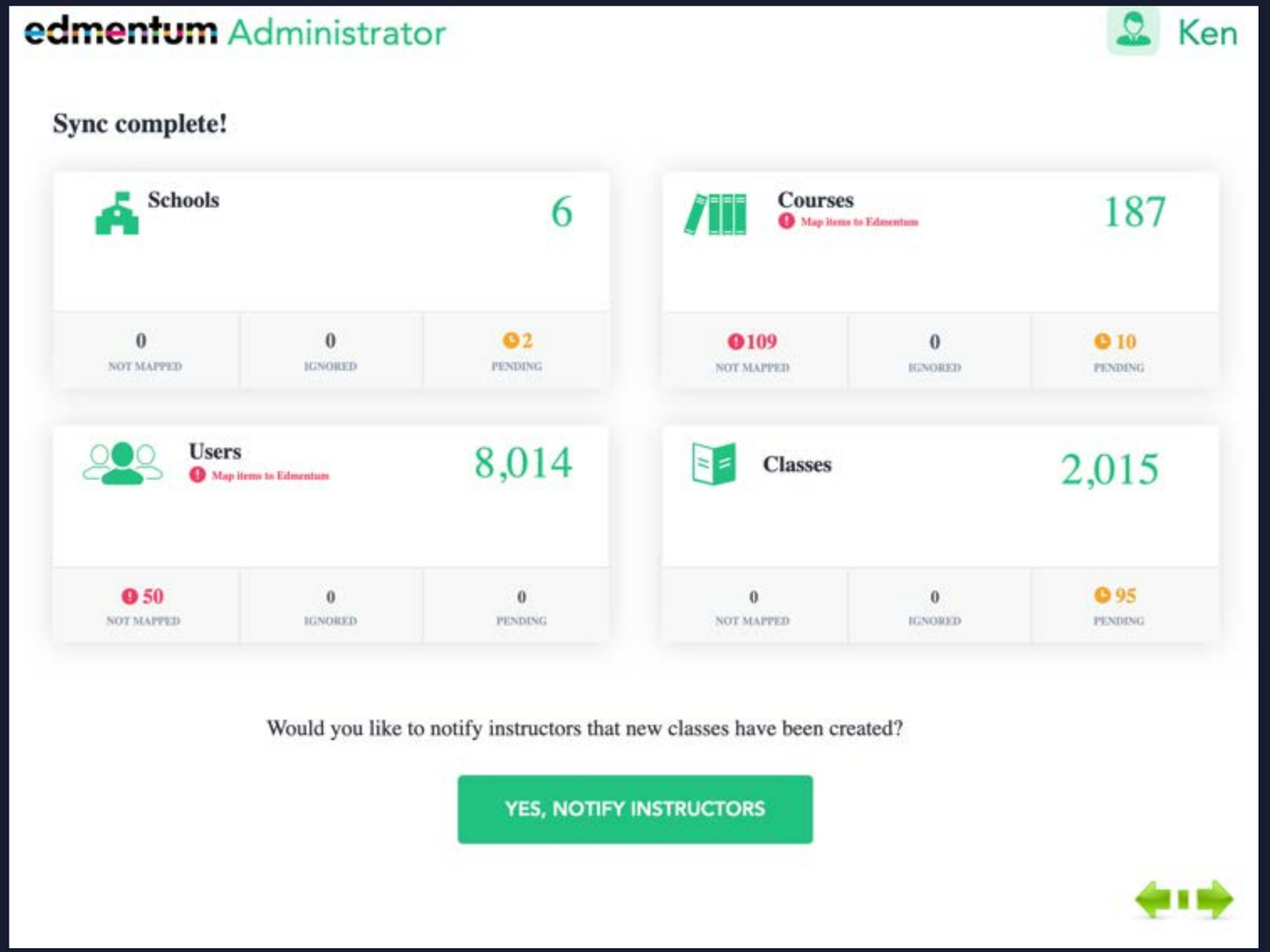
Vision Prototypes

Administrator

Ken Schneider

School starts next month. Time to set up the Edmentum Outcomes Platform for the school year.

Vision Prototypes



Vision Prototypes

Vision Prototypes

Teacher

Lisa Sandy

Profile

- Middle school math teacher
- Teaching for 8 years
- A large classroom: 34 Kids
- Comfortable with technology, but as a consumer, not an engineer.

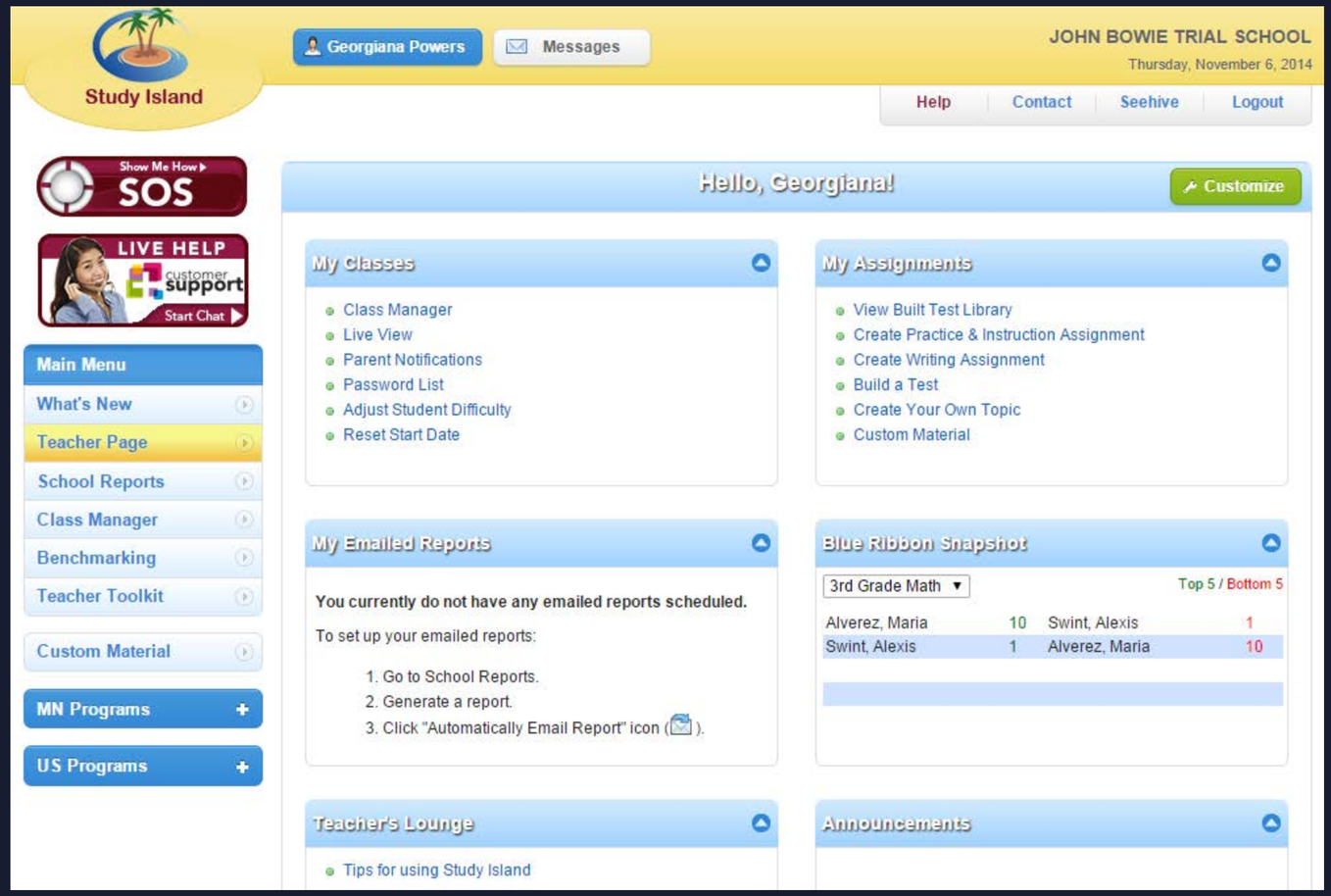
Primary Goals

- Little daily victories: they are motivating.
- Meeting each students academic and emotional needs.
- Getting my kids to pass those state assessments
- Communicating progress and growth, to parents, kids, administration.
- Truly engaging these kids

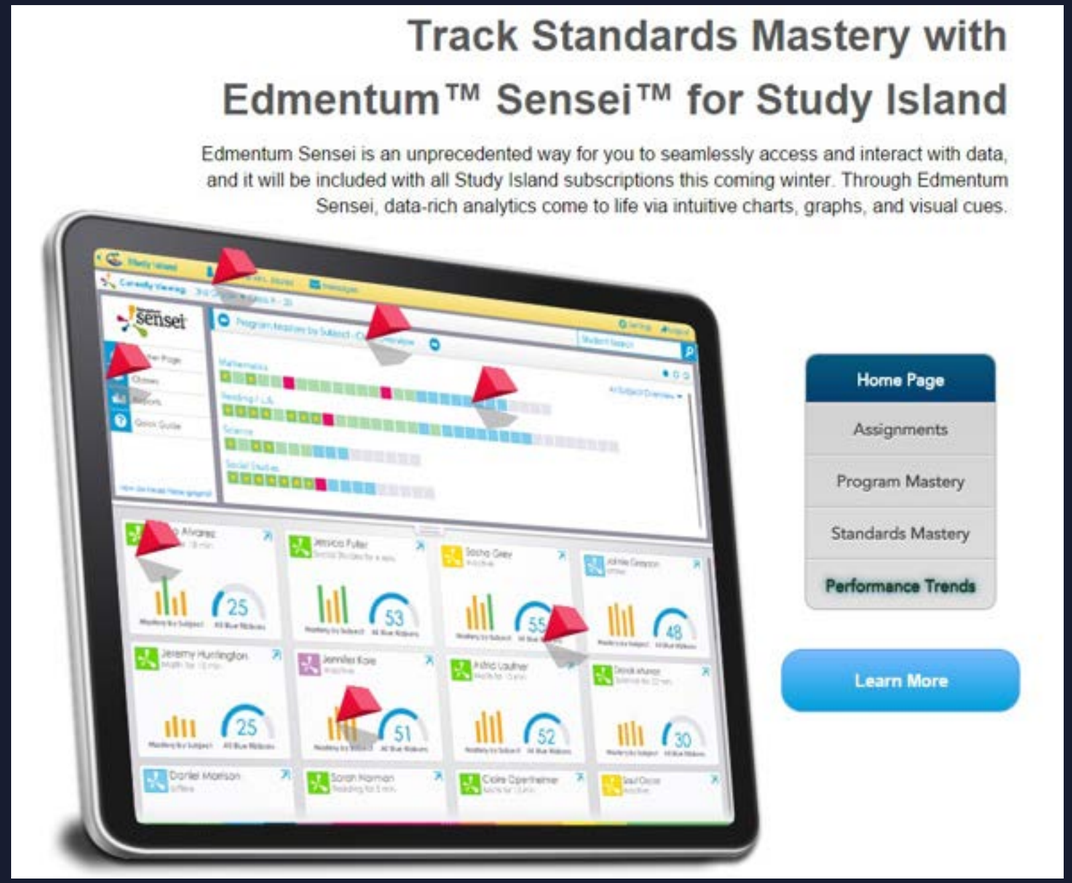
2
You Must Prove ROI for ME!

The Wizard of OZ Challenge

Before


Study Island
Georgiana Powers
Messages
JOHN BOWIE TRIAL SCHOOL
Thursday, November 6, 2014
Help
Contact
Seehive
Logout
Show Me How
SOS
LIVE HELP
customer support
Start Chat
Main Menu
What's New
Teacher Page
School Reports
Class Manager
Benchmarking
Teacher Toolkit
Custom Material
MN Programs
US Programs
Hello, Georgiana!
Customize
My Classes
Class Manager
Live View
Parent Notifications
Password List
Adjust Student Difficulty
Reset Start Date
My Assignments
View Built Test Library
Create Practice & Instruction Assignment
Create Writing Assignment
Build a Test
Create Your Own Topic
Custom Material
My Emailed Reports
You currently do not have any emailed reports scheduled.
To set up your emailed reports:
1. Go to School Reports.
2. Generate a report.
3. Click "Automatically Email Report" icon ( ).
Blue Ribbon Snapshot
3rd Grade Math
Top 5 / Bottom 5
Alverez, Maria 10 Swint, Alexis 1
Swint, Alexis 1 Alverez, Maria 10
Teacher's Lounge
Tips for using Study Island
Announcements

After

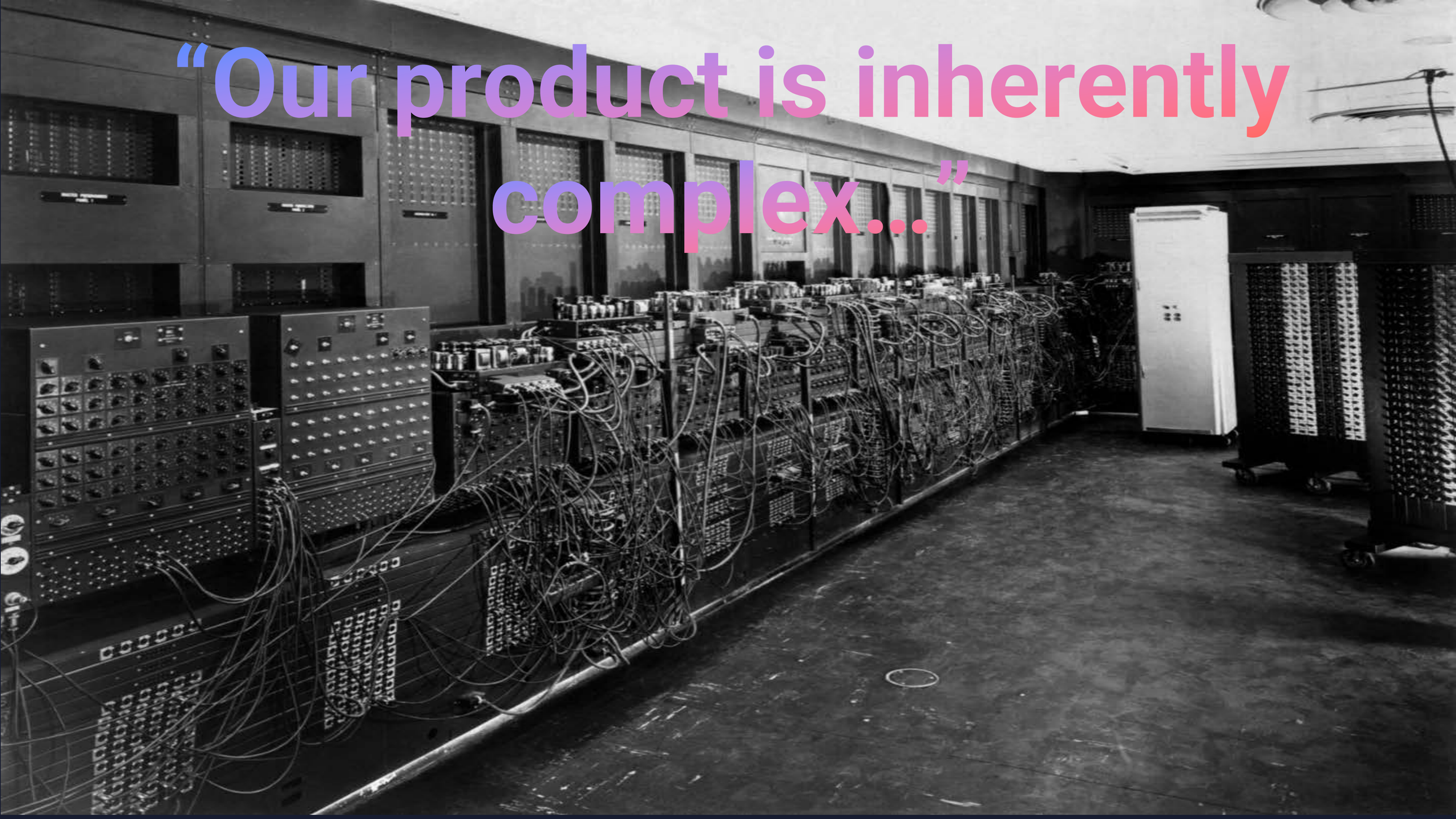

Track Standards Mastery with
Edmentum™ Sensei™ for Study Island
Edmentum Sensei is an unprecedented way for you to seamlessly access and interact with data, and it will be included with all Study Island subscriptions this coming winter. Through Edmentum Sensei, data-rich analytics come to life via intuitive charts, graphs, and visual cues.
Home Page
Assignments
Program Mastery
Standards Mastery
Performance Trends
Learn More

3
You Must Recruit Allies

“Hi. I’m From Corporate...”

Listening Tour

Engage Colleagues in Field Research


“Our product is inherently complex...”

“...but it’s not rocket science!”

(maybe it is)

4 You Must Share Credit

Working Underground

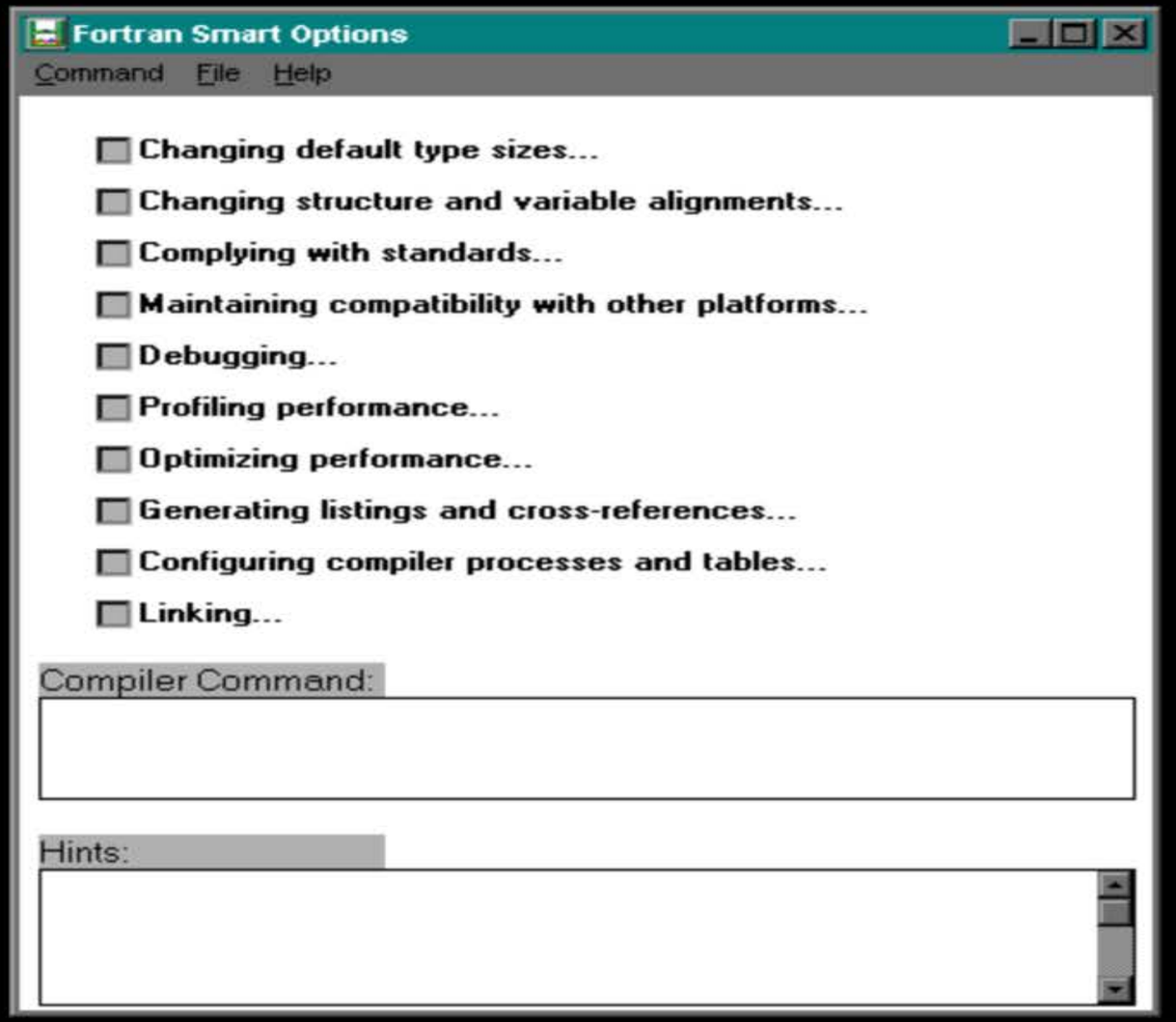
Corporate Immune System

I want to control compiler behavior, but I don't have time to read the *%$! manual.

Zach Ephron
Software Engineer

Fortran SmartOptions (1989)

```
$ f77 -ArMnSh prog.f
```



Dispelling the Myth: Cross-Functional Collaboration

5
You Must Help Others
Succeed

Myth: UX is a Separate Process Owned by a Separate Team

Dispelling the Myth: Educate, Influence, Inspire, Engage (and design)

UX

Break Down Silos

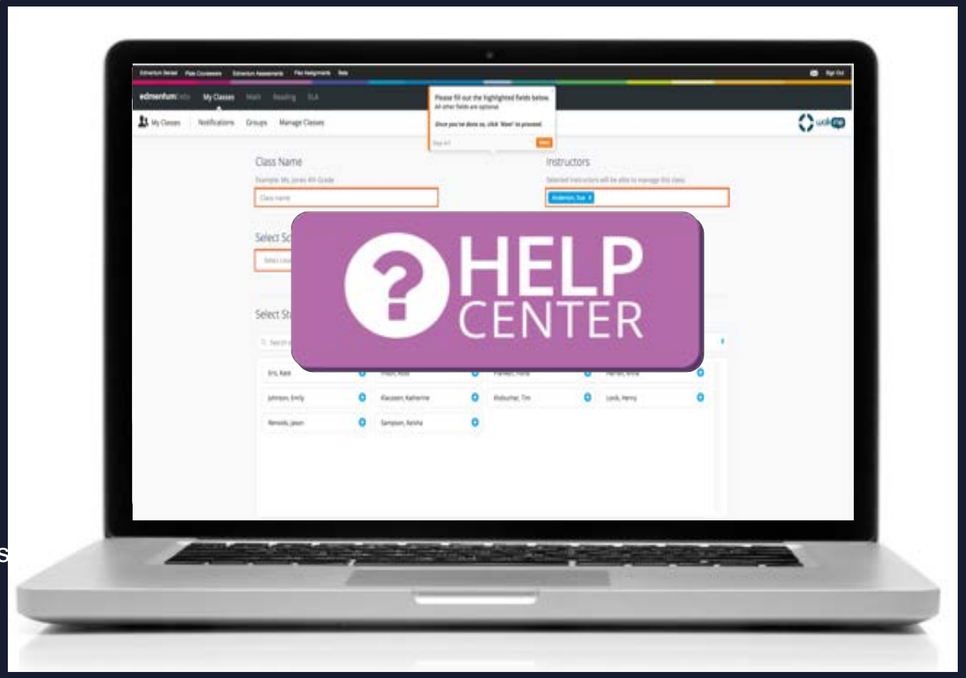
In-Product Support

Step-by-Step Guidance
A series of steps shown in interactive tip-balloons overlaid on the screen to give simple and straightforward directions to help users through a process.

On-Demand Resources
Centralized menu to easily access resources. Users have all the necessary tools at their fingertips.

Learn & Support
A portal to access resources, such as, videos, PDFs, the User Guide, and Customer Support contact information.

In-Product Alerts & Feedback
Featured text that draw attention to an important message or announcement. Feedback from users is collected to enhance/understand the customer experience.



Applying the Principles: Pursue a Breakthrough Project…

...and Measure Its Financial Impact

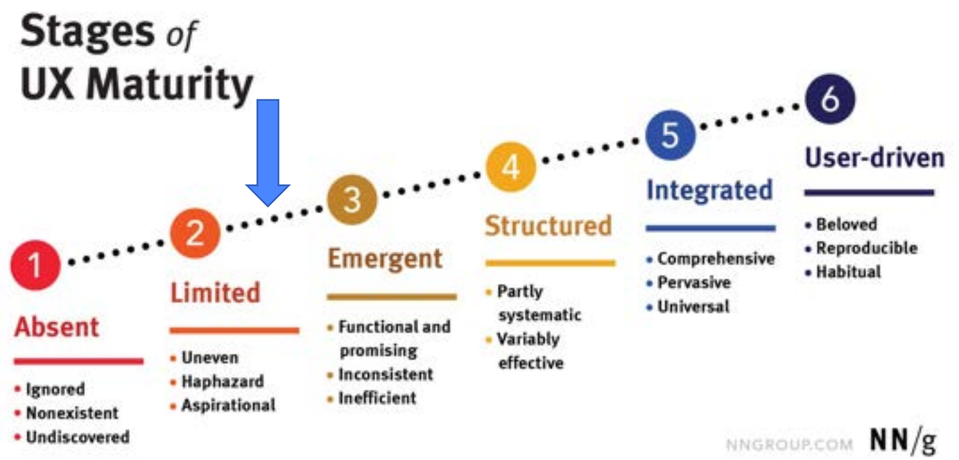
Baseline UX Maturity

The UX-Maturity Model

The UX-maturity model provides a framework to assess each organization's UX-related strengths and weaknesses. We can use that assessment to determine which of the 6 stages an organization currently occupies. Further, this model provides insights about how an organization can increase its UX maturity.

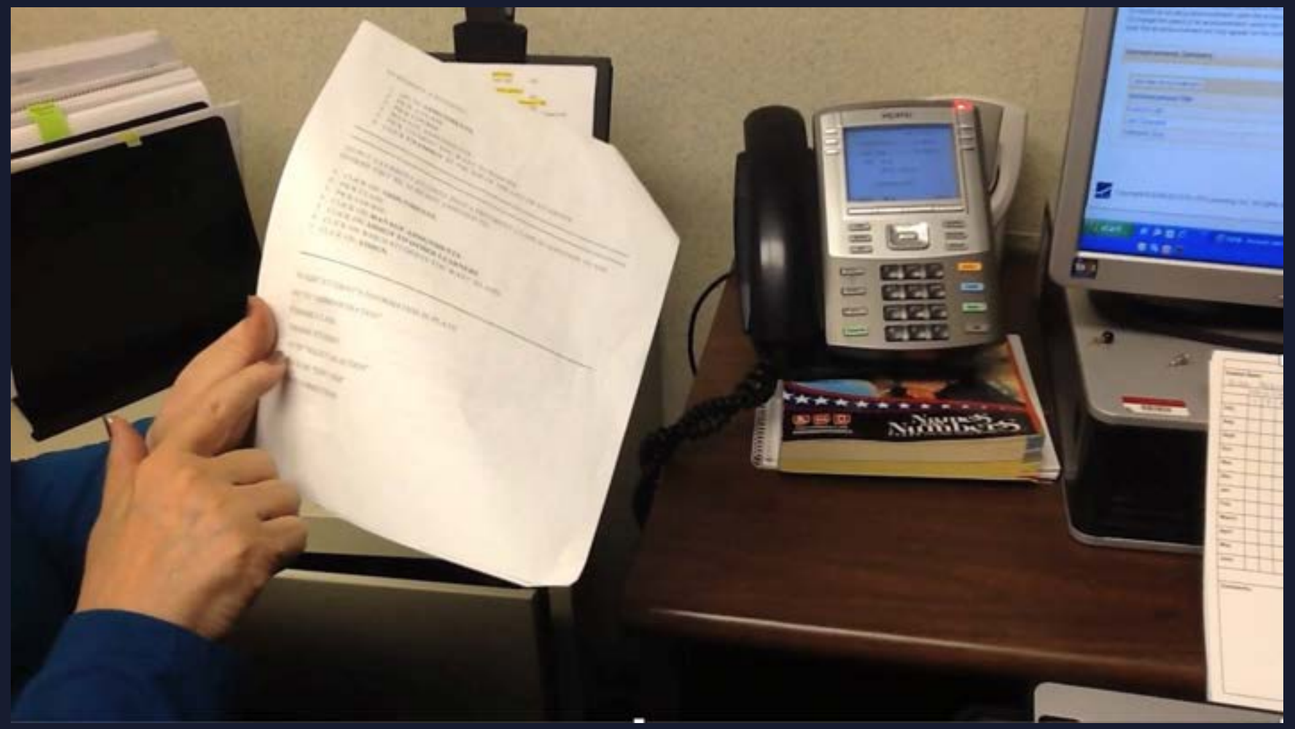
The 6 stages of UX maturity are:

1. **Absent:** UX is ignored or nonexistent.
2. **Limited:** UX work is rare, done haphazardly, and lacking importance.
3. **Emergent:** The UX work is functional and promising but done inconsistently and inefficiently.
4. **Structured:** The organization has semisystematic UX-related methodology that is widespread, but with varying degrees of effectiveness and efficiency.
5. **Integrated:** UX work is comprehensive, effective, and pervasive.
6. **User-driven:** Dedication to UX at all levels leads to deep insights and exceptional user-centered–design outcomes.



After One Week of Training...

User-Driven Project



“I have to choose ADMINISTRATION, choose CLASS, choose STUDENT…

It just seems likes its longer and convoluted than it needs to be.

I just want to be able to click on a student and have a choice of things I can do with that student.

I can edit the student,

I can delete the student.

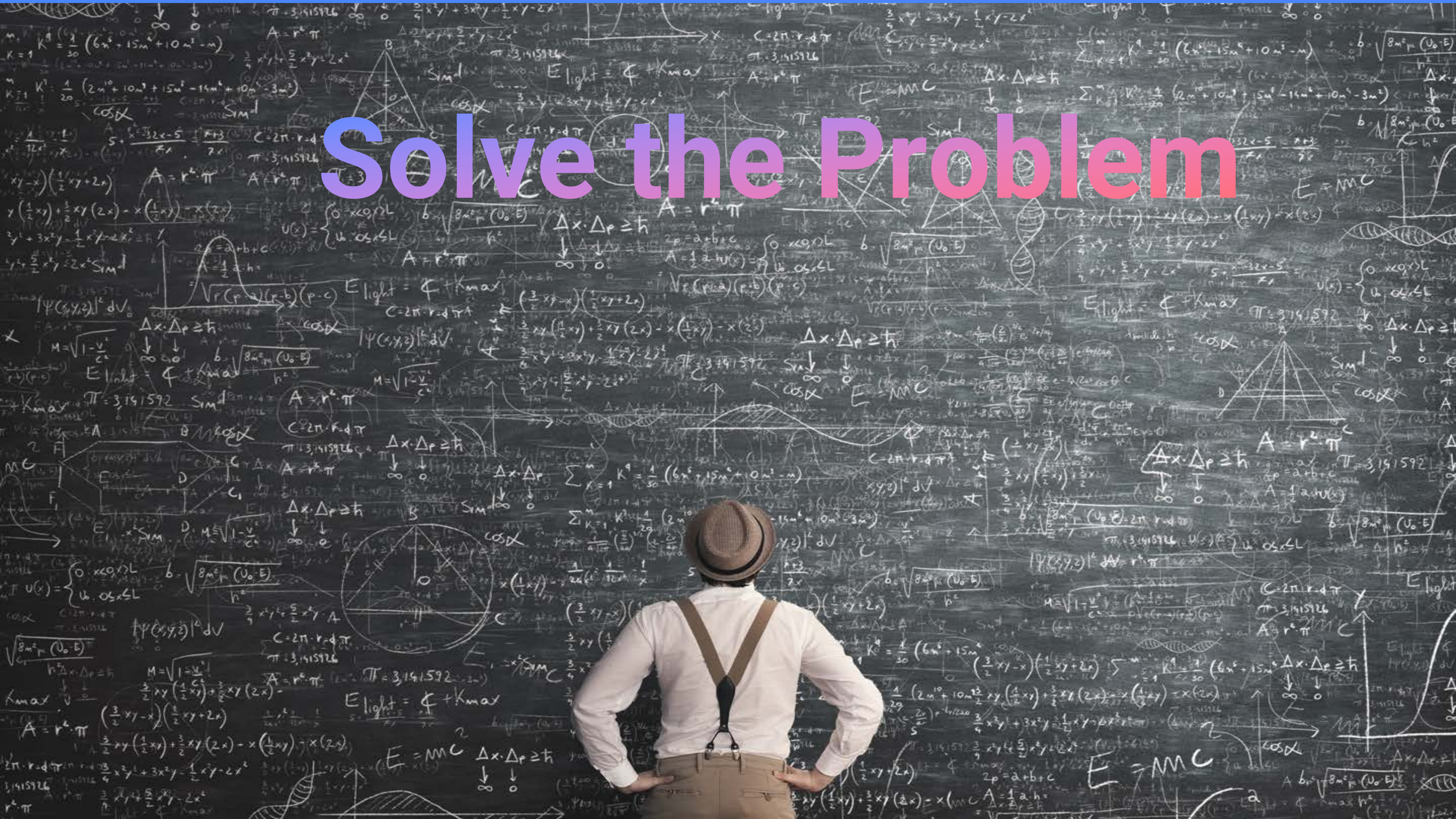
I can manage the student’s hours or whatever.

That’s just an idea.

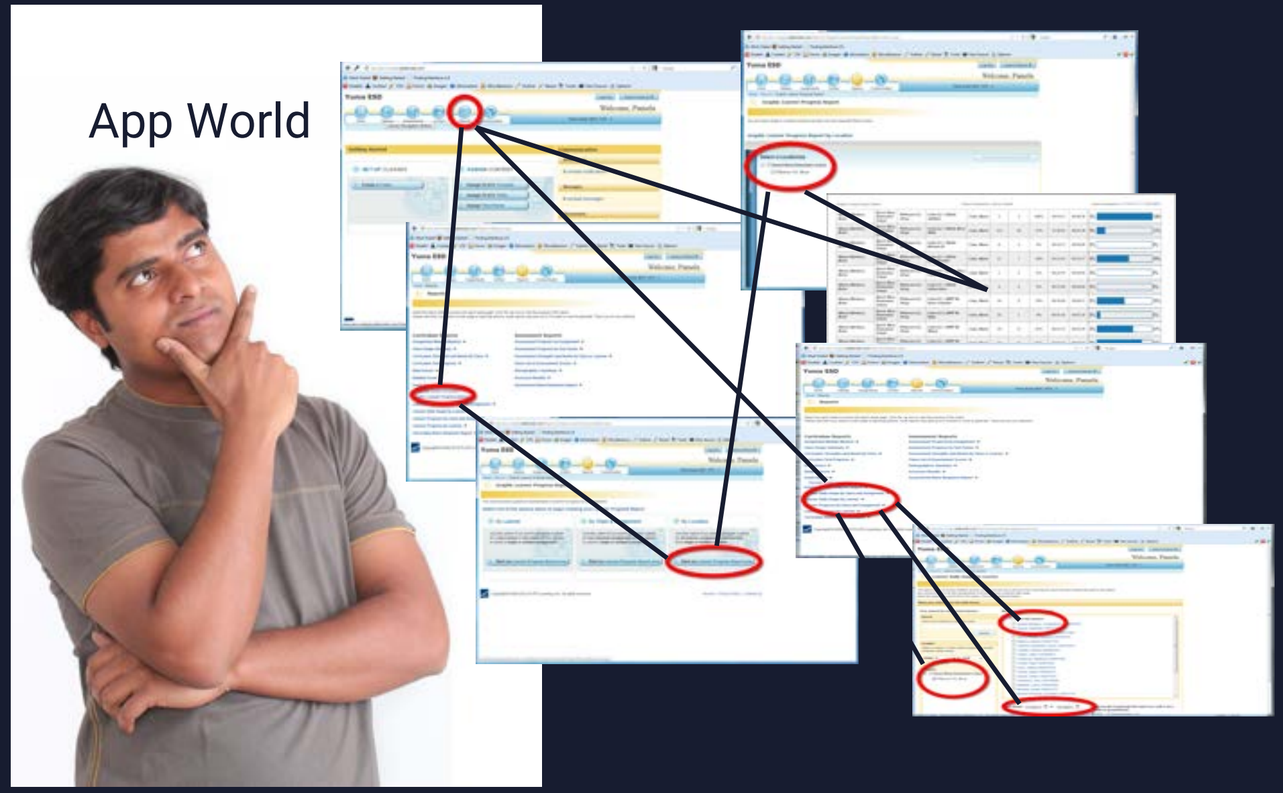
She just told us just last week how to do this.

And then it comes time a few days later to actually do it and we’re both like: Phhhhttt! It’s gone.

That’s why we’re having this meeting to write some notes down.”


Solve the Problem

UX Analysis



John Bowie School District 25
Account Options
Welcome, John
Home
Classes
Assignments
Content
Reports
Communication
Administration
Time Zone: PST / UTC - 8
Getting Started
SET UP CLASSES
Create a Class
Create a Learner
ASSIGN CONTENT
Assign PLATO Courses
Assign PLATO Titles
Assign Test Packs
Assign Accucess
Communication
Notifications
0 unread notifications
Messages
0 unread messages
Announcements
No announcements currently.

Give the Teacher What She Asked For

My World Design

Edmentum’s product suite must be a reflection of the educator’s world!

Edmentum Sensei | Edmentum Assessments | Plato Courseware | Grade Tracker

Edmentum sensei

Alerts | Messages | Students | Ge

search

Class

All

Assigned Curriculum

All

My Groups

None Selected

Status

All / Any

- New Messages
- Scoring/Review Pending
- Locked In-Progress
- Module Completed
- Inactivity
- Online Now

Sort by

Date

Students Total: 15

Manage Groups | Re

Legend

- Online/Force Logoff
- Inactivity
- Scoring Pending
- In Progress
- Activity Complete
- Message
- Assessment Compl.
- Mod. Complete
- Locked In-Progress

Maria Alverez (malver...

Last login: November 3, 12:35pm
Duration: 3 min
Last activity: What Is Biology?

Rachael Albert (ralbert)

Last login: August 25, 10:55am
Duration: 0 min
Last activity: What Is Biology?

John Bowie (jbowie)

Last login: August 22, 08:47am
Duration: 1 min
Last activity: What Is Biology?

Kim Charles (kcharles)

Last login: August 14, 10:15am
Duration: 19 min
Last activity: Adding Like Fractions

Ramon Gonzales (rgo...

Last login: May 21, 09:06am
Duration: 1 min
Last activity: Physical Changes Versus Chemic...

Kevin Lee (klee)

Last login: May 21, 09:03am
Duration: 1 min
Last activity: Supplemental Content

Jacqueline Mead (jm...

Last login: May 21, 09:01am
Duration: 1 min
Last activity: Subtracting Monomials

Daniel Lewis (dlewis)

Last login: May 21, 09:00am
Duration: 0 min
Last activity: What Is Biology?

Jennifer Lanigan (jlani...

Last login: February 26, 07:39am
Duration: 1hr 1min
Last activity: Unit 3: Prosperity and

James Smith (jsmith)

Last login: February 25, 12:10pm
Duration: 0 min
Last activity: Graphing Linear

Alexis Swint (aswint)

Last login: January 31, 05:13am
Duration: 1hr 1min
Last activity: Unit 1: Relationships

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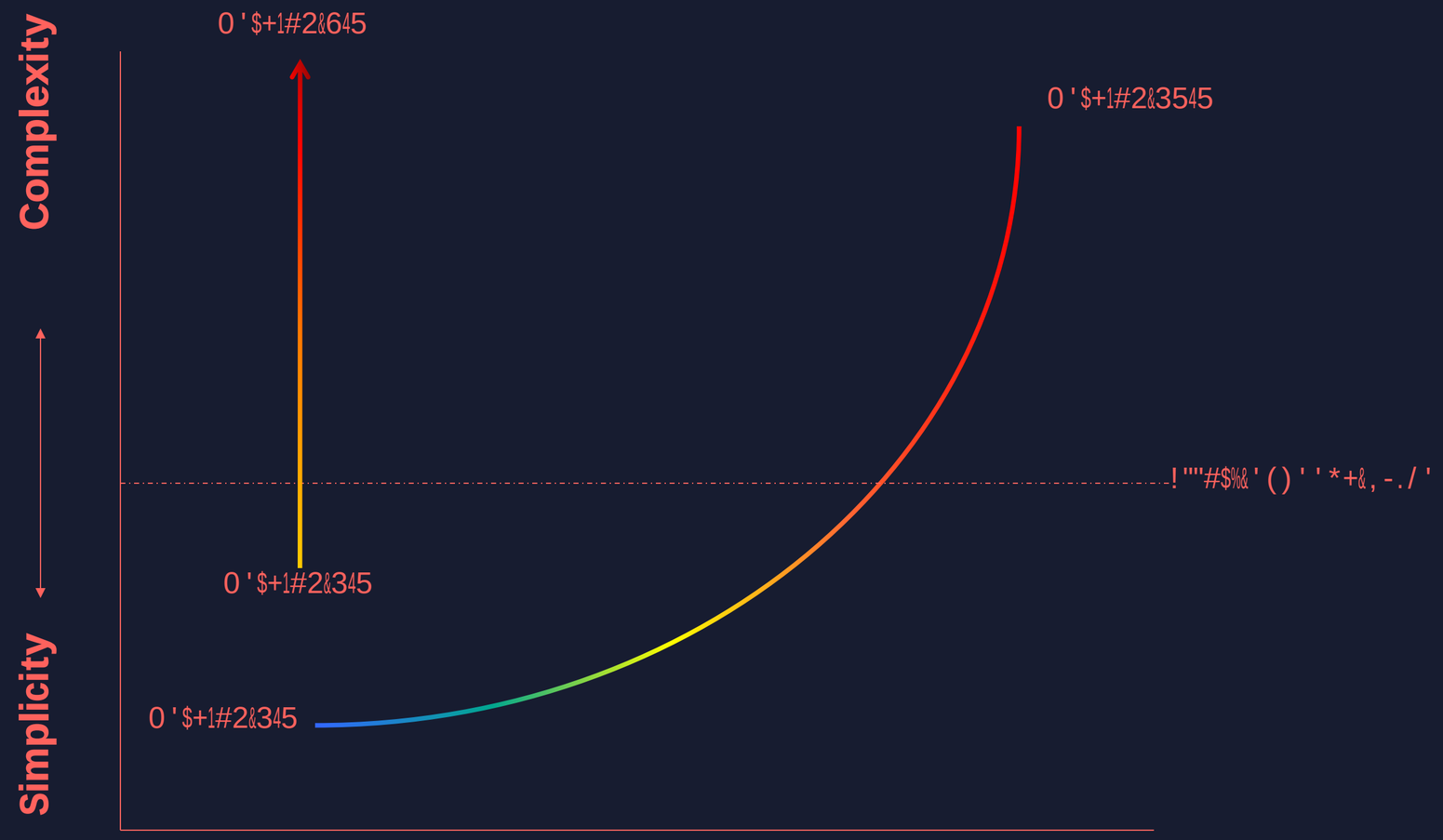

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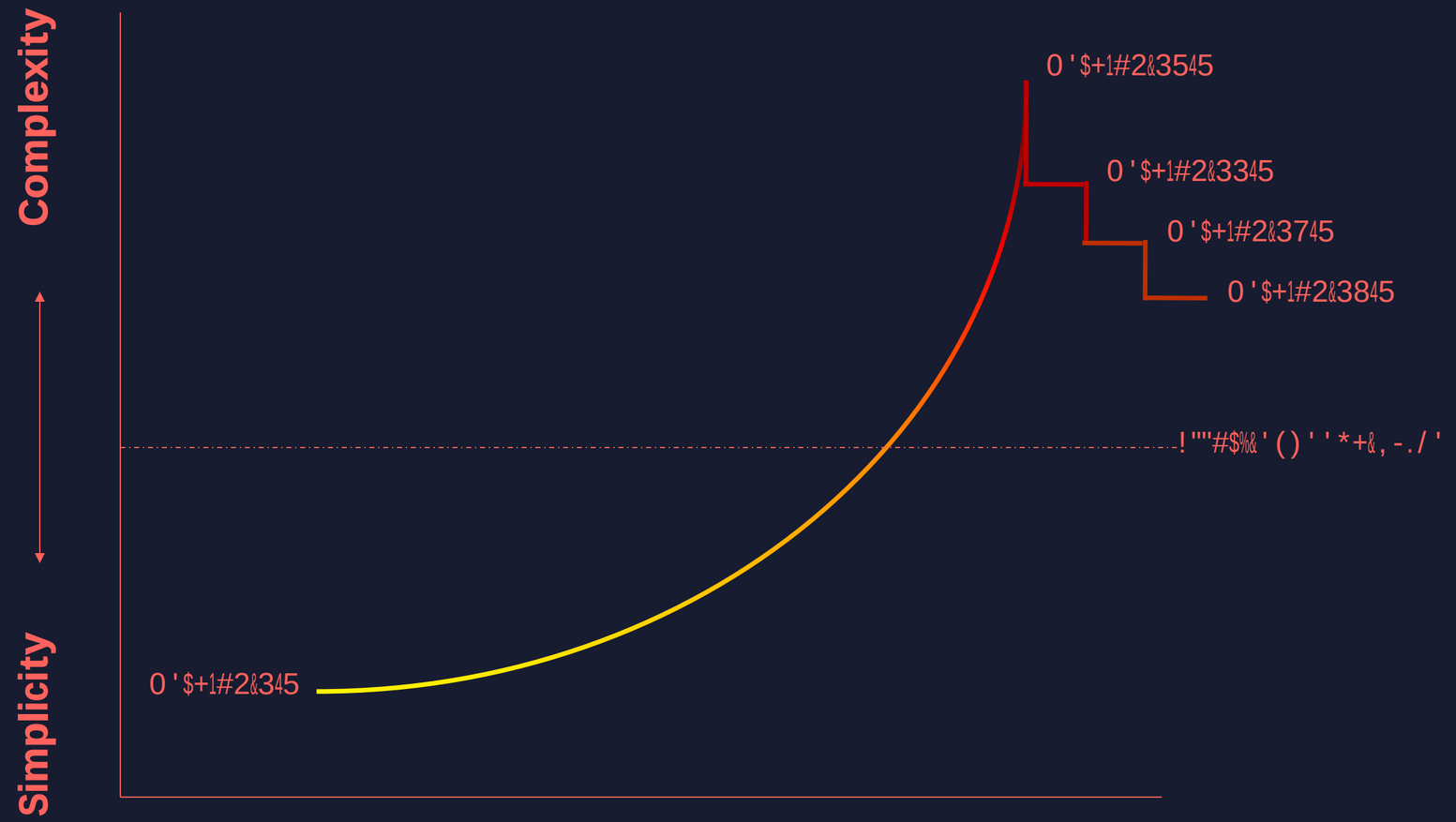
Complexity
Simplicity
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0 ' $+1#2&3345
0 ' $+1#2&3745
0 ' $+1#2&3845
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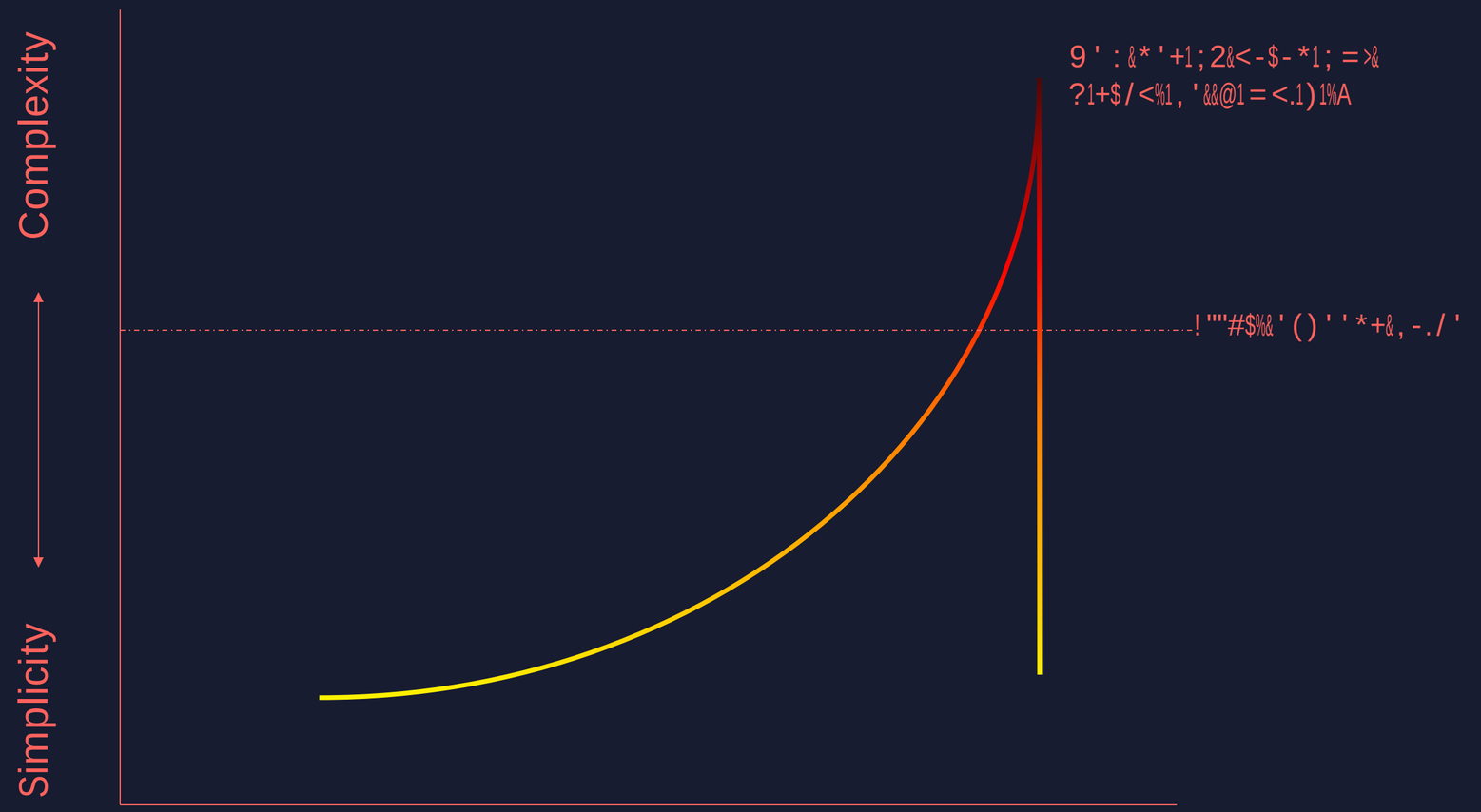

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Measure Success: Release Previews

UX Maturity after Breakthrough Project

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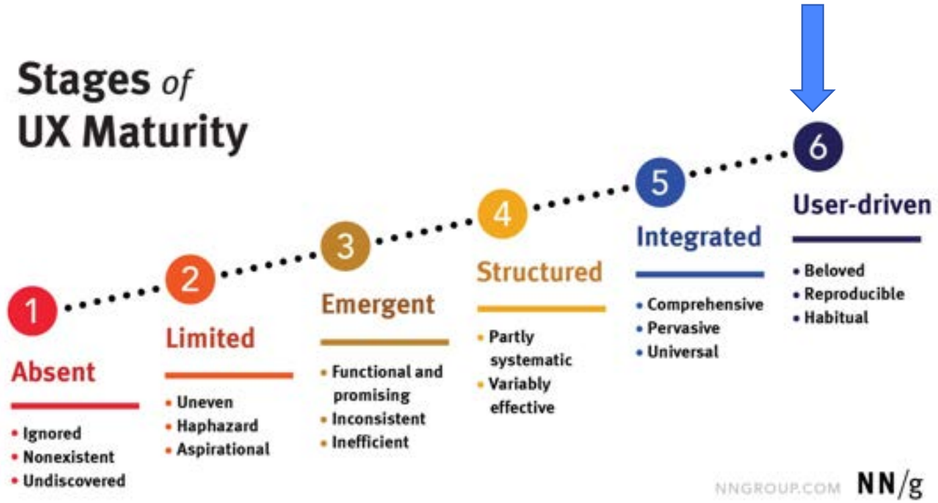

smashingmagazine.com
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Accelerating UX Maturity With A Breakthrough Project — Smashing Magazine

John Scott Bowie / JUL 4, 2022 / 1 comment

Accelerating UX Maturity With A Breakthrough Project

17 min read UX, Design, Workflow, User Research
Share on Twitter, LinkedIn

QUICK SUMMARY ➜ *In this article, John Scott Bowie shares the story of 40 years of attempts to advance corporate UX maturity that — after numerous initiatives with marginal results — culminated in a breakthrough project that accelerated a company's UX maturity from "Emergent" to "User-Driven" in less than a year.*

You can incrementally advance corporate UX maturity by conducting user research, designing new features, and repairing existing ones while emphasizing how your work improves the user experience. Experts agree this approach is effective, but it may take long before the company truly groks and values UX. To accelerate culture change, you must find and solve a big unmet user need. But an innovative solution is not enough; you must also successfully navigate UX politics to see your project through to

ABOUT THE AUTHOR

John is the author of *Navigating the Politics of UX*, a compendium of strategies and stories from his 40 years' experience in UX. He has served as a UX engineer, ... Mor

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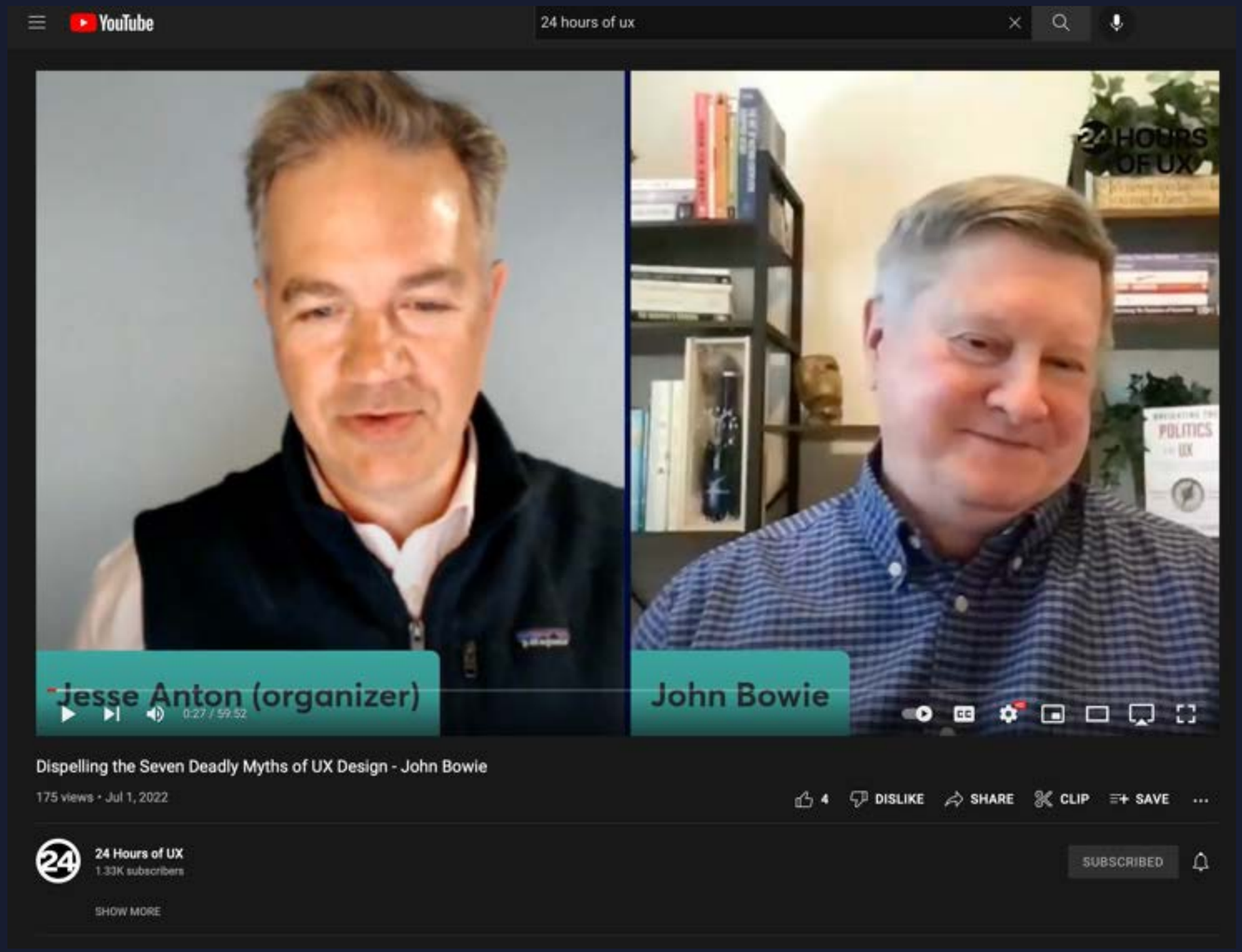
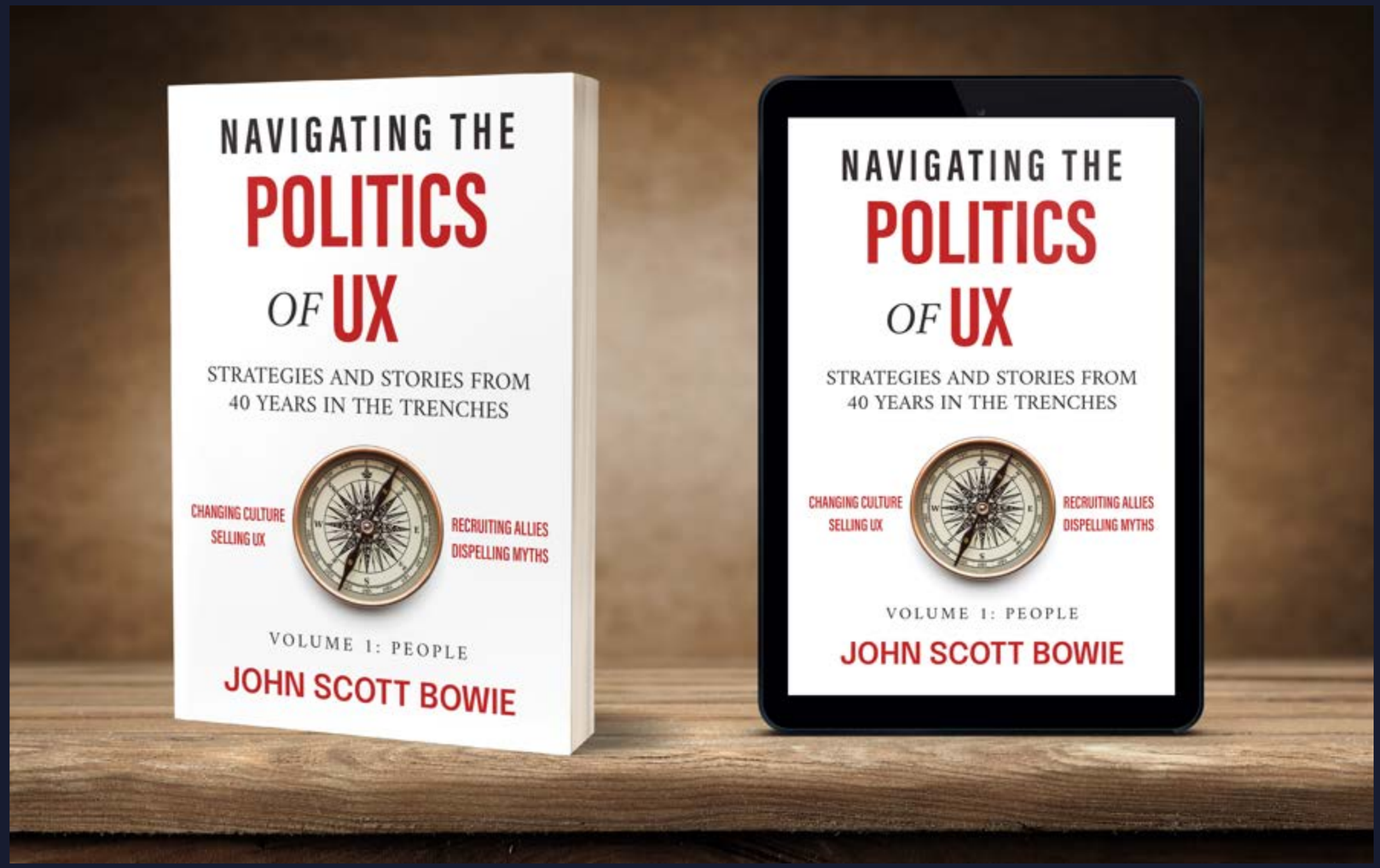
No, thanks. It's okay.
Email New
Your email Meow!

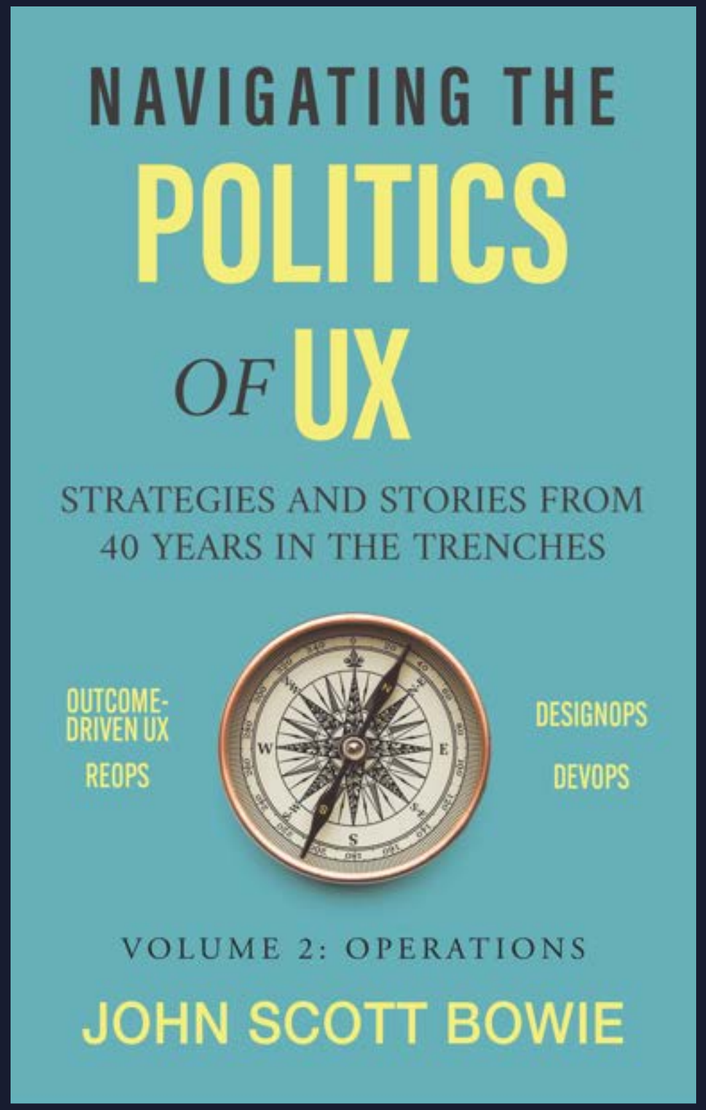
Another Resource



Another Resource



And Coming This Fall...



https://intrapreneur.com/the-intrapreneurs-ten-commandments/

The Intrapreneur's Ten Commandments

1. Build your team, intrapreneuring is not a solo activity.
2. Share credit widely.
3. Ask for advice before you ask for resources.
4. Underpromise and overdeliver — publicity triggers the corporate immune system.
5. Do any job needed to make your dream work, regardless of your job description.
6. Remember it is easier to ask for forgiveness than for permission.
7. Keep the best interests of the company and its customers in mind, especially when you have to bend the rules or circumvent the bureaucracy.
8. Come to work each day willing to be fired.
9. Be true to your goals, but be realistic about how to achieve them.
10. Honor and educate your sponsors.

Gifford Pinchot III

Never Stop
Asking...
WHAT'S
NEXT?

Thank you!
Q & A
john@johnscottbowie.com