

# Design Management & Leadership MasterClass

DESB43

5. března 2024, Matěj Káninský

### Co nás dnes čeká

- 1. Otázky k organizaci předmětu a ukončení (5 min)
- 2. Přednáška (55 min)
  - Stav UX 2024
  - Org design maturity prakticky
  - Design business case
- 3. Diskuze (30 min)





# Otázky k organizaci předmětu a ukončení

# MUNI ARTS

### **Stav UX 2024**

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"Much like late-stage capitalism, late-stage UX is characterized by its market saturation, heavy focus on financial growth, commoditization, automation, and increased financialization."





### **Charakteristiky Late-stage UX**

01

AUTOMATION

Al automates an increasing part of our jobs and reduces demand for designers in certain markets.

**02** 

SATURATION

Supply of designers outstrips demand.

Market is still uncertain.

03

COMMODITIZATION

Focus on scalability and standardization over differentiation and delight.

04

FINANCIALIZATION

Greater influence of financial health, shareholders interests, and business metrics in design decisions. **05** 

DISINTEGRATION

Lack of trust in digital products makes users either skeptical, complacent, or susceptible to exploitation.

Source: https://trends.uxdesign.cc



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# Budoucnost design leadershipu

### **FAST @MPANY**

02-15-24

# The big design freak-out: A generation of design leaders grapple with their future

Did business really break up with design, or did it just break up with a generation of design leadership?

**Jakob Nielsen on UX** 

Fewer UX Firms and Teams, More UX Jobs

Sources:

https://uxdesign.cc/are-shareholders-the-real-users-5f53339963ae

https://uxdesign.cc/ux-leadership-is-failing-and-what-we-can-do-about-it-03f570f89bcb

https://www.fastcompany.com/91027996/the-big-design-freak-out-a-generation-of-design-leaders-grapple-with-their-future

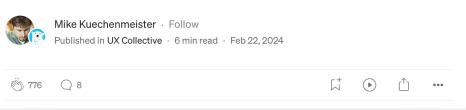
https://jakobnielsenphd.substack.com/p/ux-roundup-20240226#§fewer-ux-firms-and-teams-more-ux-jobs

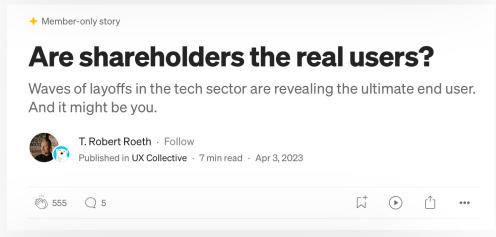
...because setting goals the right way in organizations explicitly demands a robust research and design practice.

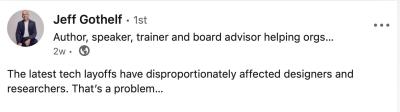
→ Member-only story

UX leadership is failing (and what we can do about it)

Design spent years trying to get a seat at the leadership table. But in too many cases, the inability to drive real impact is resulting in resources being cut and influence diminished.









### Co si z toho vzít?

1. Musím chápat, jak v dané firmě uspět Kde je v org design maturity modelu a umět s danou fází pracovat.

### 2. Musím firmě přinášet hodnotu

Moje práce musí přispívat k cílům, být vidět a musím ji umět prodat.



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# Org design maturity prakticky

# MUNI ARTS

Jak jste se s tímto tématem už setkali?

# Org design maturity prakticky

### Připomenutí - designová vyspělost

"UX maturity measures an organization's desire and ability to successfully deliver user-centered design."

https://www.nngroup.com/articles/ux-maturity-model/

"The Service Design Maturity Model is a five-stage model that shows the process of embedding service design into an organisation and structures the transformation towards a service design-led company."

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# K hodnocení vyspělosti je hodně přístupů

Case Study: Understanding People and Products

CHI 2017, May 6-11, 2017, Denver, CO, USA

### From Snake-Oil to Science: Measuring **UX Maturity**

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A UX Maturity Model: Effective Introduction

of UX into Organizations

Lorraine Chapman and Scott Plewer

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Abstract. Getting products out the door with a fantastic user experience (UX) is

becoming increasingly more important in all aspects of the business world.

Large companies have raised the bar in consumer products in terms of UX de-

sign, which has leaked into non-consumer organizations and contexts. The same

people, who are also consumers, are now going to work with equally high ex-

pectations in their enterprise applications or even using their "consumer" prod

uct at work. Naturally, organizations that create products have responded by

hiring consultants or professional UX designers. Yet, despite having the right

great UX design is not just a function or talent of individuals, it is an organiza-

tional characteristic. Understanding the organization's "maturity" level is a ne-

Keywords: UX maturity, maturity models usability, user-centered design, user

enabling the organization to advance to the proverbial "next level,

A growing number of organizations want to better understand how to properly grow and implement a User Experience practice. While there is a general sentiment that a more mature UX practice leads to organizational success, there is surprisingly little data about what constitutes UX maturity. This case study describes the first steps into an empirically derived maturity model and describes what we've learned from interviewing seasoned UX professionals and surveying practitioners from dozens of organizations, Preliminary results indicate that our empirically-based approach is understandable and flexible enough to be applied across a broad range of organizations and industries. Ultimately, our objective is to move the practice of assessing UX maturity from snake-oil to science. To do so we aim to identify the variables that differentiate immature from mature UX practices and establish a link

### Author Keywords

UX maturity; maturity model; User Experience

DE GRUYTER OLDENBOURG

Brief Report

David Gilbert\*, Holger Fischer, and Dirk Röder

### UX at the Right Level

### Appropriately Plan the UX Expertise Using the PUXMM - A UX Maturity Model for Projects

Abstract: Usability and user experience maturity models are used to evaluate the capabilities of an organization in order to provide an assessment of their ability to develop usable products. But, as the main focus of such models is on an all-encompassing organizational level, they are difficult to implement in more complex organizations with a wide range of diverse and interlinked projects.

This paper presents a project related UX maturity model, which was developed at DB Systel to address this issue: the PUXMM. It takes into account the nested internal customer relationships between departments and subcontractors and applies a human-centered design approach. There are two practical application scenarios for the PUXMM. It can be used to determine the UX maturity level of an ongoing project and as checklist to align a project to a desired maturity level from the outset.

Keywords: UX maturity model, UX capability, humancentered design, project planning, assessment

### 1 Introduction

In the digital age, software is increasingly becoming a socially and economically formative factor [35]. The success of a software solution is substantially defined by its use. A good user experience (UX) [42] of human-machine interfaces is therefore indispensable. In the business environment, this applies both to the user group of the end customer as well as to the employees of the same company. Under the term "employee experience", there is a currently growing discourse regarding the necessity of positive experiences with human-machine interfaces for employees

ital Companion1" [2] or "Digital Twin2" [52] promise nev beneficial forms of human-machine interaction within or ganizations. Overall, human-centered design3 (HCD) [26 appears essential for the implementation of successful so lutions within this environment.

Many companies are now facing the challenge of es tablishing or expanding HCD and everyone is looking for the best way to describe how it works. However, every company structure, every project and also the people with their personal goals in the company are different, so there is no "right" approach on how a UX strategy should look like. ervone in the team stands behind it and endorses its implementation. Existing UX maturity models focus on the organizational level of a company. They lack the focus on an operative project level and thus do not take into account adequately the complexities of company structures affected by interdepartmental dependencies and in fluenced by subcontractors.

Larger companies, such as DB Systel, are striving for a UX maturity model that is oriented towards such an on erational level and that can be applied to the diverse land

### Rukonić L., Kervyn de Meerendré V., Kieffer S. (2019) Measuring UX Capability and Maturity in Orga

In: Marcus A., Wang W. (eds) Design, User Experience, and Usability. Practice and Case Studies. HCII 20 lenges of The final authenticated version is available online at https://doi.org/10.1007/978-3-030-23535-2 26 and give a

### Measuring UX Capability and ! Organizations

ARTICLE INFO

Luka Rukonić<sup>1</sup> [0000-0003-1058-0689], Vincent e-2145-4947], and Suzanne Kieffer<sup>1</sup>

Institute for Language and Communication. Université ca Louvain-la-Neuve, Belgium {luka.rukonic,vincent.kervyn,suzanne.kieffer

has been difficult or inaccurate. Moreover, the lack

veloped maturity models, models validated in practi strating their benefit and poor documentation or sur has made this measurement even more problems no straightforward and efficient method to asse assessment is a prerequisite for the improvement processes: the production of UX artifacts demon a process, whereas the use of UX methods demotation of specific UX processes with specific UX re we present a measurement structure aiming at as capabilities to implement UX processes. This stru pability scale, a maturity scale, a rating scale a ributes as measurable characteristics of UX proce of this paper is threefold: a description of the mea means of online survey of remote interviews and a case study demonstrating the efficiency of the

Keywords: User Experience · UX Process · Ca sessment · Process Assessment Model.

[11]. It is by now generally accepted that UCD should integrate UX processes

### **Digital CX Maturity:** Assessment

@ 57 8 in 12

### XM institute

UXR Maturity: move to a more advanced

As customers interact more frequently with companies over digital channels, these experiences are increasingly becoming the backbone of customer loyalty. But a company's ability to design and deliver easy, emotionally engaging digital interactions doesn't appear overnight. XM Institute's research shows they evolve through five stages customer experience (CX) maturity as they gradually master the six XM Competencies and 20 XM Skills. Use the Digital CX Maturity Assessment to evaluate how you are currently performing across each of these Competencies and Skills and determine where your CX program falls across the five maturity stages. Then review the information provided on pages 3 through 10 to develop plans for making progress towards your digital CX goals.

### FIVE STAGES OF DIGITAL CUSTOMER EXPERIENCE MATURITY

Any company can improve portions of its digital customer experience, but only those that go beyond superficial Any company can improve portions on its again coascine experience. Any control of the provided in the control of the control o they will evolve through five stages of maturity:

Stage 1: INVESTIGATE. The organization is not focused on Digital CX as a strategic opportunity. Companies in his stage should work on identifying the "best" first steps and building buy-in with senior executives to acquire

Log In Try for free slue in Digital CX, they investigate how it can help their is, This second stage of maturity usually begins with the

points, and key drivers of digital experiences. as a strategic priority, the organization taps into full-time drive digital experience improvements. This is a powerfu mature different touchpoints (Contact Center, Location tion, beginning to construct customer journey maps, and considered one important component of the larger CX

in place, the organization systematically uses insights to is in engaging the entire workforce in Digital CX. In this actively use CX metrics and insights to improve XM crossoperational and experience data. This helps to build rich duct more sophisticated research. They should also deeply

od digital behaviors in all employees.



### janizational User Experience (UX) Capacity

### Alexandra Srp

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2014). This dis-

ractive technol-

York, USA

to adopt effective User Experience (UX) practices, but

of any type and size can learn how to improve their

2016), while others only provide high-level descriptions and do not address the unique challenges faced by individual l products that organizations (e.g., Chapman & Plewes, 2014). As a result, erience. At the there is no standard methodology for UX professionals to systematically build an effective UX practice for their organization, leading many of them to instead adopt a time-To fill this gap, MacDonald (2019) introduced User Experience

Capacity-Building (UXCB) as "the intentional work to continuquality UX work routine." A key aspect of UXCB is the distinction activities used to build or sustain that capacity, which may include processes, and tools for getting their work done. These disciplinary skill-building workshops, company-wide events, hiring new staff, Conceptually, UXCB is a three-part process in which (1) the Building an effective software development practice is existing conditions of an organization inform the selection of (2) a complex process, and the industry has developed several capacity-building strategies aimed at achieving (3) specific out-

### The 6 Levels of UX Maturity

Managing UX Teams

UX maturity measures an organization's desire and ability to successfully the organization's propensity to support and strengthen UX now and in the

NN/g Nielsen Norman Group

World Leaders in Research-Based User Experience

Summary: Our UX-maturity model has 6 stages that cover processes, design, research, leadership support, and longevity of UX. Use our quiz to get an idea of your organization's UX maturity.

By Kara Pernice, Sarah Gibbons, Kate Moran, and Kathryn Whitenton

deliver user-centered design. It encompasses the quality and consistency of research and design processes, resources, tools, and operations, as well as



# Your Customer Experience Maturity Index

Computer Standards & Interfaces

A world becoming more digitally transformed and connected poses significant challenges for IT organization requiring increased attention to the usability of their software products and, consequently, to the systemat

level in your org

Systematic literature review of usability capability/maturity models

ABSTRACT

Thaísa C. Lacerda\*, Christiane Gresse von Wangenheim

To be or not to be... successful in CX transformation?

Many organizations have integrated User Experience (UX) processes into their

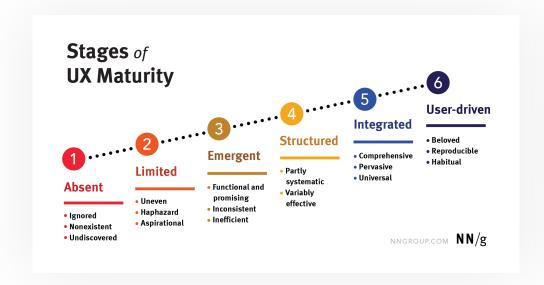
formal software development model because UX processes help improving the user experience with their products and increasing organizational efficiencies [1]. User-Centred Design (UCD) is a methodological approach for product development which places users and their needs at the core of the development process tinction between UX (design and research) and software development is crucial, as both fields have developed their own techniques,

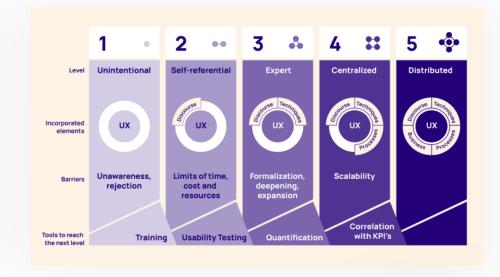
> differences, in turn, create a number of challenges in terms of communication and collaboration (Bruun et al., 2018).

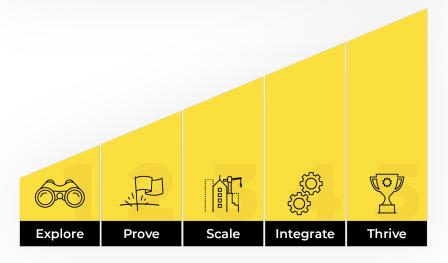
"I think in order to design great products, you need to have the culture in place." Cordell-Ratzlaff, 2010

future, through its leadership, workforce, and culture.

## K hodnocení vyspělosti je hodně přístupů

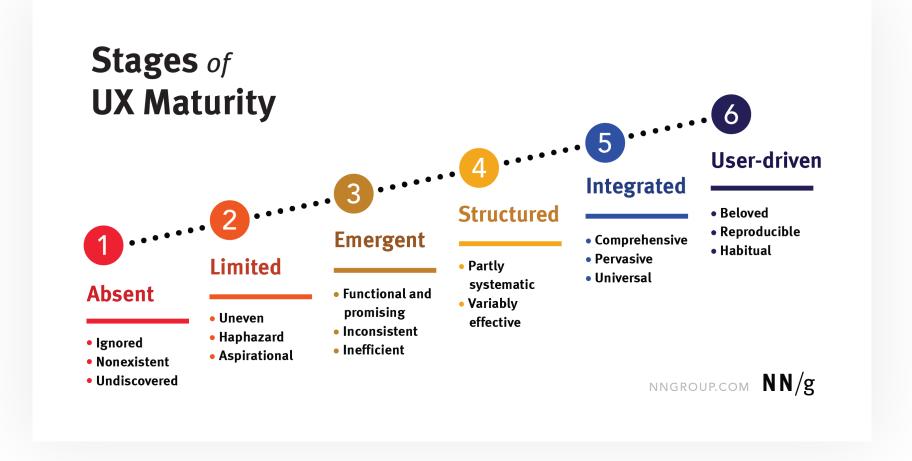








## Jeden z nejvíce používaných = NN/g





### **OBECNĚ**

### Hodnocení vyspělosti nějaké kompetence

Klíčové proto, abyste ji mohli rozvíjet a zlepšovat se

- 1. Definujte kompetenci
- 2. Stanovte kritéria hodnocení

"You can't manage what you can't measure."

- 3. Nasbírejte data
- 4. Ohodnoť te podle kritérií
- 5. Identifikujte silné a slabé stránky nebo rozdíl mezi současným a cílovým stavem
- 6. Nastavte plán rozvoje
- 7. Kontrolujte progres



# Proč je dobré vědět, jak vyspělá moje organizace je?



## Jakou informaci mi dává design vyspělost

- Chci tam pracovat? Na jaký typ problémů se chci soustředit?
- Jaké metody mají větší pravděpodobnost přijetí?
- Jaké projekty mají větší pravděpodobnost podpory?
- Jak můžu organizaci pomoci s rozvojem této kompetence?

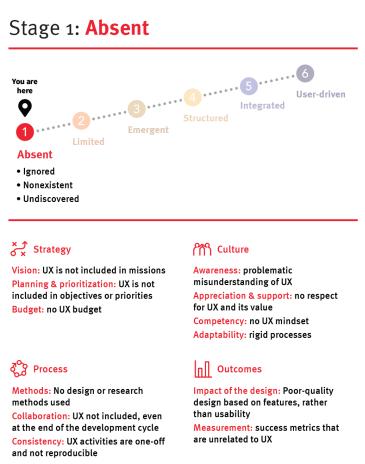


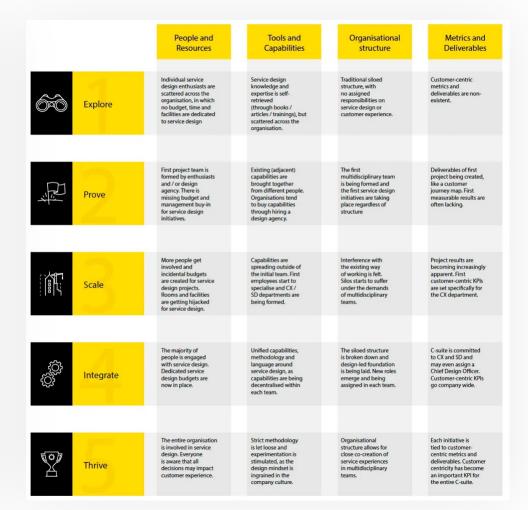
### Designová vyspělost organizace prakticky

- 1. Kde jsem (As Is)
  - Dává mi návod, jak s organizací pracovat, jaké aktivity mají největší šanci na úspěch
- 2. Kde chci být (vize, To Be)
  - Dává mi směr, popis cílového stavu napojení na business cíle, vizi a misi společnosti
- 3. Kde mám největší mezery (Gap analýza)
  - Rozpory mezi tím, kde jsem teď a kde chci být
- 4. Jak mezery překonat (Strategie)
  - Návrh konkrétních opatření a co je na jejich realizaci třeba (Design business case)



Většina popisů, co najdete online jsou příliš high-level.

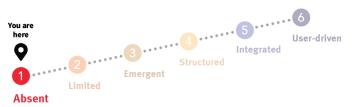






Většina popisů, co najdete online jsou příliš high-level.

### Stage 1: **Absent**



### Absent

- Ignored
- Nonexistent
- Undiscovered

### Strategy کے

Vision: UX is not included in missions Planning & prioritization: UX is not included in objectives or priorities **Budget:** no UX budget



Methods: No design or research methods used Collaboration: UX not included, even at the end of the development cycle Consistency: UX activities are one-off and not reproducible

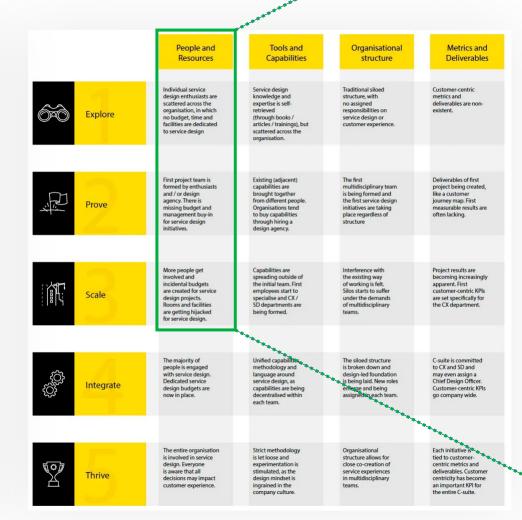
### ርሰዓ Culture

Awareness: problematic misunderstanding of UX Appreciation & support: no respect for UX and its value Competency: no UX mindset Adaptability: rigid processes

### Outcomes

Impact of the design: Poor-quality design based on features, rather than usability Measurement: success metrics that are unrelated to UX

NNGROUP.COM NN/g



### People and Resources

Individual service design enthusiasts are scattered across the organisation, in which no budget, time and facilities are dedicated to service design

First project team is formed by enthusiasts and / or design agency. There is missing budget and management buy-in for service design initiatives.

More people get involved and incidental budgets are created for service design projects. Rooms and facilities are getting hijacked for service design.

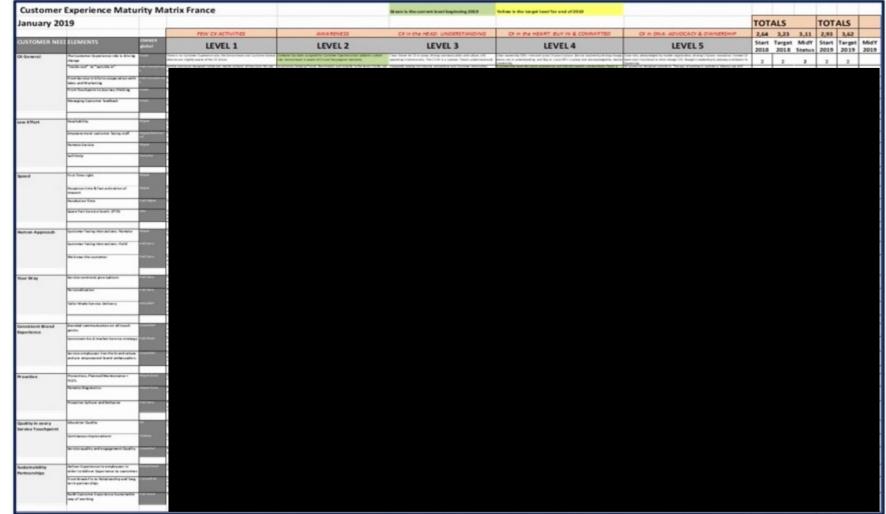
Užitečnější zpracování.

	Laggard	Early	Progressing	Mature
Exec Attitude	Unconvinced	Cautious	Enabling	Expecting
Scope What does research cover? What are the methods being used? How far does research reach?	Limited to user feedback Market research	Ad-hoc Late-stage testing existing products w/ clients User/advisory groups Log analysis Limited to one business or product	Discovery research w/ client base Consistent, iterative usability testing Monitored Beta & Pilot programs Comprehensive analytics and data collection Participatory design w/ clients, users, etc	Discovery research w/ clients, non-clients Consistent evaluation of current products Explores new markets, audiences Spans across organization Not limited to functionality
Purpose  Why is the organization investing in design research?	Find what customers don't like	Usability test to predict the future (CYA)	Confirm current product decisions are sound Establish shared understanding of customers and markets by product team	Prioritize where to focus new innovations Inform customer/market segmentation Learn where to adjust product strategy Identify unmet needs
Staffing Who makes up the research team in the organization?	No dedicated research team  Product management or marketing interacts with clients  May hire perception/ market research firm	Designers lead guerrilla usability tests May outsource research to agency	Dedicated research person or team within organization Product management and design support the research team	Management level position to lead alongside product, marketing, commercial etc Resources available for non-research teams to conduct research, report findings
Audience Who uses the findings?	Individual product team	Product management Marketing	Product management Marketing Design Engineering	C-suite (CEO, CMO, etc)  Commercial leaders  Corporate Strategy  External partners
Governance What are the policies to how research will be conducted and consistently?	None	Little pre-research planning Reports are emailed to stakeholders Little awareness of best practices	Research processes are managed, consistent Follow best-practices Findings are available for wider teams	Decisions are made consulting existing design research or create need for more research  Strategy, tactics, findings are consistently applied across projects, orgs, businesses

# Actionable zpracování.

Stanovte si, jaká kritéria jsou pro vás důležitá.

Buďte konkrétní – jak přesně by se daný level vyspělosti projevoval v kontextu vaší organizace?





### Sběr dat a hodnocení

Nejčastější metody

- Rozhovory
- Dotazník
- Pozorování







Poznejte komunitu zevnitř.



18/ Dotazník

POZNÁVÁNÍ

Sesbírejte efektivně velké množství dat.



POZNÁVÁNÍ

7/ Hloubkový rozhovor

Zeptejte se na to, čemu chcete porozumět.



POZNÁVÁNÍ

8/ Kontextový rozhovor

Ptejte se uživatelů přímo na místě.



POZNÁVÁNÍ

9/ Expertní rozhovor

Obraťte se s otázkami na odborníka.

Zhodnoťte, na jakém levelu se v rámci dané oblasti nacházíte.

V obrázku zeleně.

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			PEW CX ACTIVITIES	AWARENESS	CX in the HEAD: UNDERSTANDING	OX IN SHE HEART; BUY IN & COMMITTED	OX IN DNA: ADVOCACY & OWNERSHIP			3,11			
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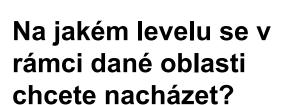


### 2. Kde chci být (To Be)

- Jaká je vize společnosti?
- Jakou roli hraje / může hrát Experience design v jejím naplnění?
- Jaký level je pro naplnění této vize optimální?
- Jaké si nastavit průběžné cíle?
- Vyznačte si, kam se chcete dostat.







Co to společnosti přinese? (business case)

V obrázku žlutě.





## 2. Kde chci být (To Be)

Všimněte si, že ne všechny řádky mají cíl pro zlepšení.

Proč?

Customer Experience Maturity Matrix France January 2019			Green is the current truci loginoing 2008	Yellow is the target lessel for end of 2018		-					_		
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# 3. Kde mám největší mezery (Gap analýza)

Co to ve skutečnosti znamená dostat se z Level 2 do Levelu 3?

Jaký je rozdíl mezi cílovým stavem a současností?



# 4. Jak mezery překonat?

Design business case



# MUNI ARTS

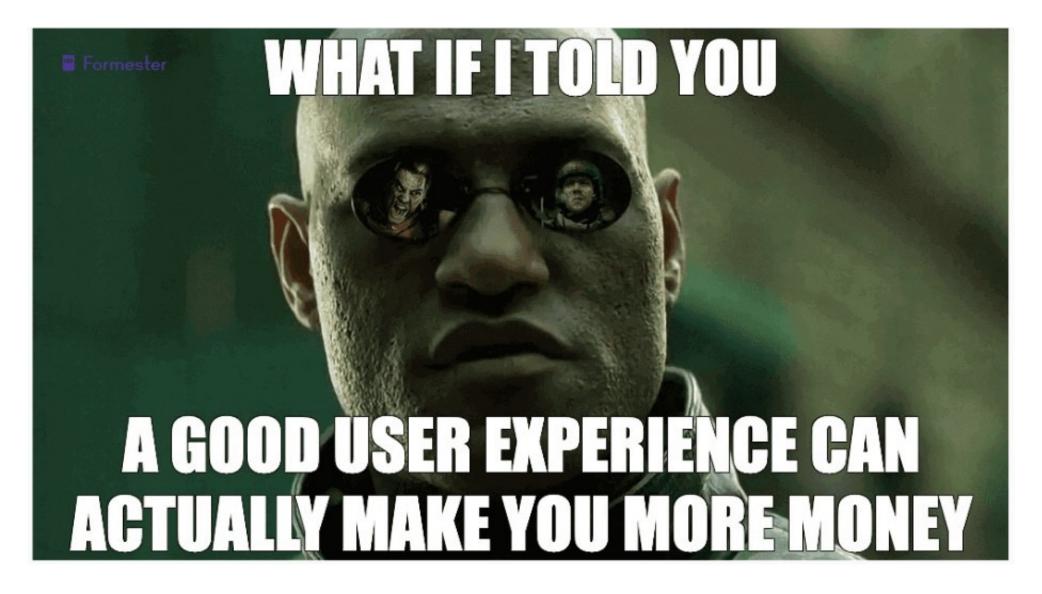
# Design business case

Pro zvyšování vyspělosti i pro další strategická témata

04

### **FINANCIALIZATION**

Greater influence of financial health, shareholders interests, and business metrics in design decisions.



https://formester.com/blog/7-types-of-website-usability-survey-questions-to-ask-in-2023/



# Jak většinou vypadá prezentace strategické designové potřeby (např. Design system)

### 1. Co je design system (v detailu)

 Ukázky komponent ve Figmě, ukázky dokumentace, atd.

### 2. Jak nám to designerům pomáhá

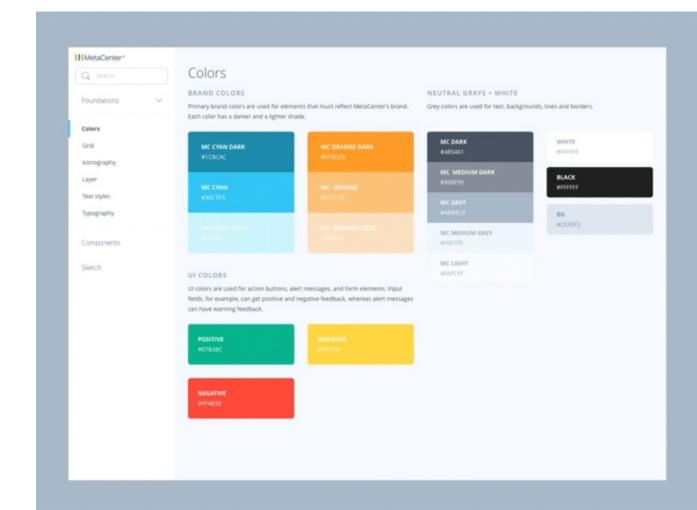
Ukázky jak se rychle poskládá interface, atd.

### 3. Benefity (Optional) – že nám to šetří čas a jsme efektivnější

2x rychleji dáme dohromady Ul

### 4. Co potřebujeme

 X milionů budget a idealně dedikovaný tým o alespoň pěti lidech



Jak většinou vypadá prezentace str designové potřeby (např. Design s Co na to

1. Co je design system (v detailu)

 Ukázky komponent ve Figmě, ukázky dokumentace, atd.

### 2. Jak nám to designerům pomáhá

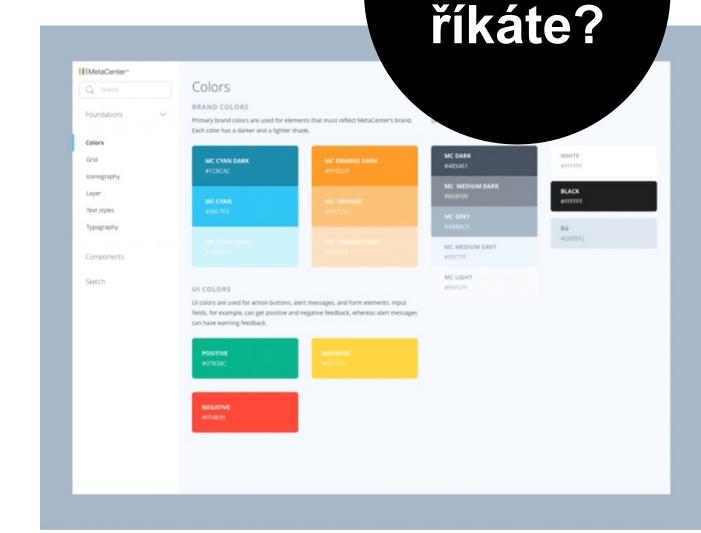
Ukázky jak se rychle poskládá interface, atd.

### 3. Benefity (Optional) – že nám to šetří čas a jsme efektivnější

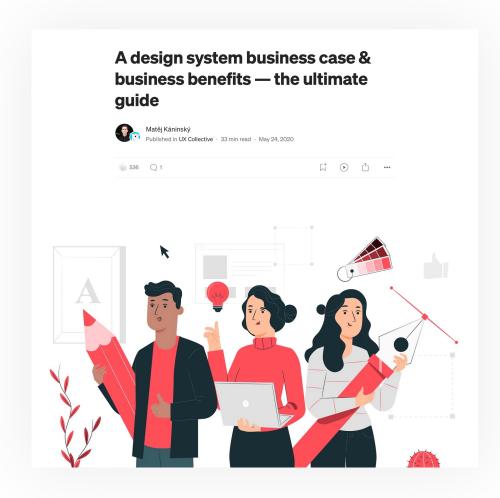
2x rychleji dáme dohromady Ul

### 4. Co potřebujeme

 X milionů budget a idealně dedikovaný tým o alespoň pěti lidech



- 1. Executive summary
- 2. Definujte strategickou potřebu nebo příležitost
- 3. Představte svůj přístup k projektu a cíle
- 4. Představte business benefity vašeho projektu
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- 6. Představte možná rizika
- Odhadněte ROI
- 8. Představte možnosti rozhodnutí a dejte doporučení







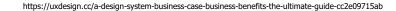
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#### Vztáhněte se k cílům a vizi organizace

Konkrétní OKR nebo KPI

#### **Příklady**

- Time-to-market musí být 2x kratší
- Sjednocení brandu na všech platformách
- Zvýšení produktivity o 30 %





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#### Design system – analogie (dům, auto)

#### Alternativní řešení

- Statická styleguide
- Současné nevyhovující řešení

#### High-level project plan

- Jaké oddělení musí spolupracovat?
- Jak dlouho to bude trvat?
- Jaké změny týmů jsou třeba?
- High-level roadmapa (zvažte fáze)

#### Konkrétní cíle

Např. 2x rychlejší time-to-market





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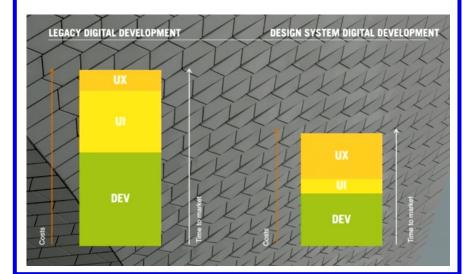
#### Dva základní typy business benefitů

- 1. Zvýšení tržeb
- 2. Snížení nákladů

Design system primárně snižuje náklady, Nepřímo může ovlivnit i zvýšení tržeb.

**Ukažte konkrétní benefity**, které jsou důležité pro vaši organizaci.

- Konkurenční výhoda až 20x rychlejší release
- Snížení nákladů na tvorbu řešení až o 30 %
- ...



https://uxdesign.cc/a-design-system-business-case-business-benefits-the-ultimate-guide-cc2e09715ab

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#### Nemusí to být rocket science, zvažte:

- Platy / head count
- Náklady na externisty
- Náklady na vybavení, např. nové počítače, licence softwaru, místnost

#### Ukažte náklady

- Co potřebujeme, abychom mohli začít
- Kolik to bude stát v průběhu (jak dlouho bude projekt trvat, případně roční odhad nákladů)

https://uxdesign.cc/a-design-system-business-case-business-benefits-the-ultimate-guide-cc2e09715ab



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Co když věci nepůjdou podle plánu? Mějte připravené odpovědi na základní otázky

- Nemůžeme sehnat lidi
- Technologické řešení není ideální
- Bude to trvat déle, než jsme čekali

#### Co když se projekt neuskuteční?

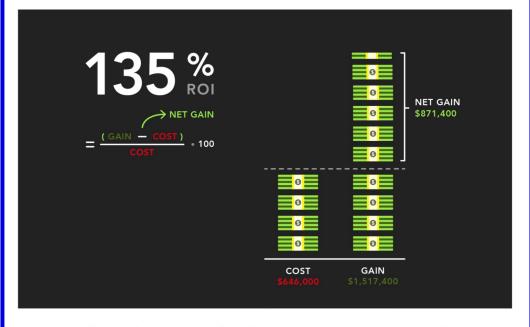
 Jak vypadá náš business, když tohle neuděláme? Jakým rizikům se vystavujeme? (většinou opak benefitů)





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- 7. Odhadněte ROI
- 8. Představte možnosti rozhodnutí a dejte doporučení

#### Opět, nemusí být rocket science



Overall costs, gains, net gains, and ROI from our Acme, Inc. example. (Large preview)

Designéři a designérky se často bojí odhadovat finance. Důležité ale je být transparentní co se týče předpokladů a zjednodušení.

(pozn. více v materiálech v ISu)



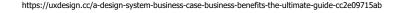


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- Odhadněte ROL
- 8. Představte možnosti rozhodnutí a dejte doporučení

Nedávejte jen jednu možnost co s tím.

## Typické jsou scénáře nebo varianty, např.:

- 1. Ideální varianta
- Konzervativní varianta
- 3. Neuděláme nic
- 1. Interní projekt
- 2. Externí projekt
- 3. Mix





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# MUNI ARTS

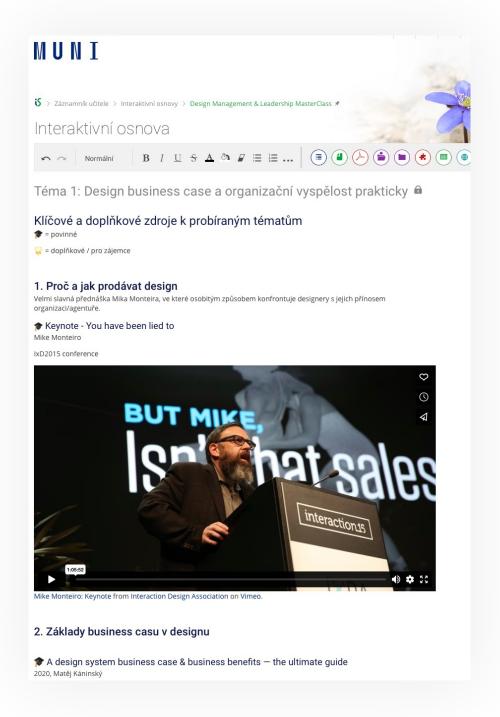
## Závěr

## Co si z dneška odnést

- Pochopení designové vyspělosti organizace, se kterou pracuji mi zvýší pravděpodobnost úspěchu mých strategických návrhů.
- 2. Při zvyšování organizační vyspělosti musíme být konkrétní a stanovit si měřitelné cíle.
- 3. Business case nemusí být složitý, ani nudný a netýká se jen "byznys lidí". Umět prodávat design a strategické iniciativy je klíčová kompetence design leadera.



## Další zdroje





# MUNI ARTS

## Diskuze

# MUNI ARTS

