Making UX Research Happen

The impact of a user centred DesignOps approach

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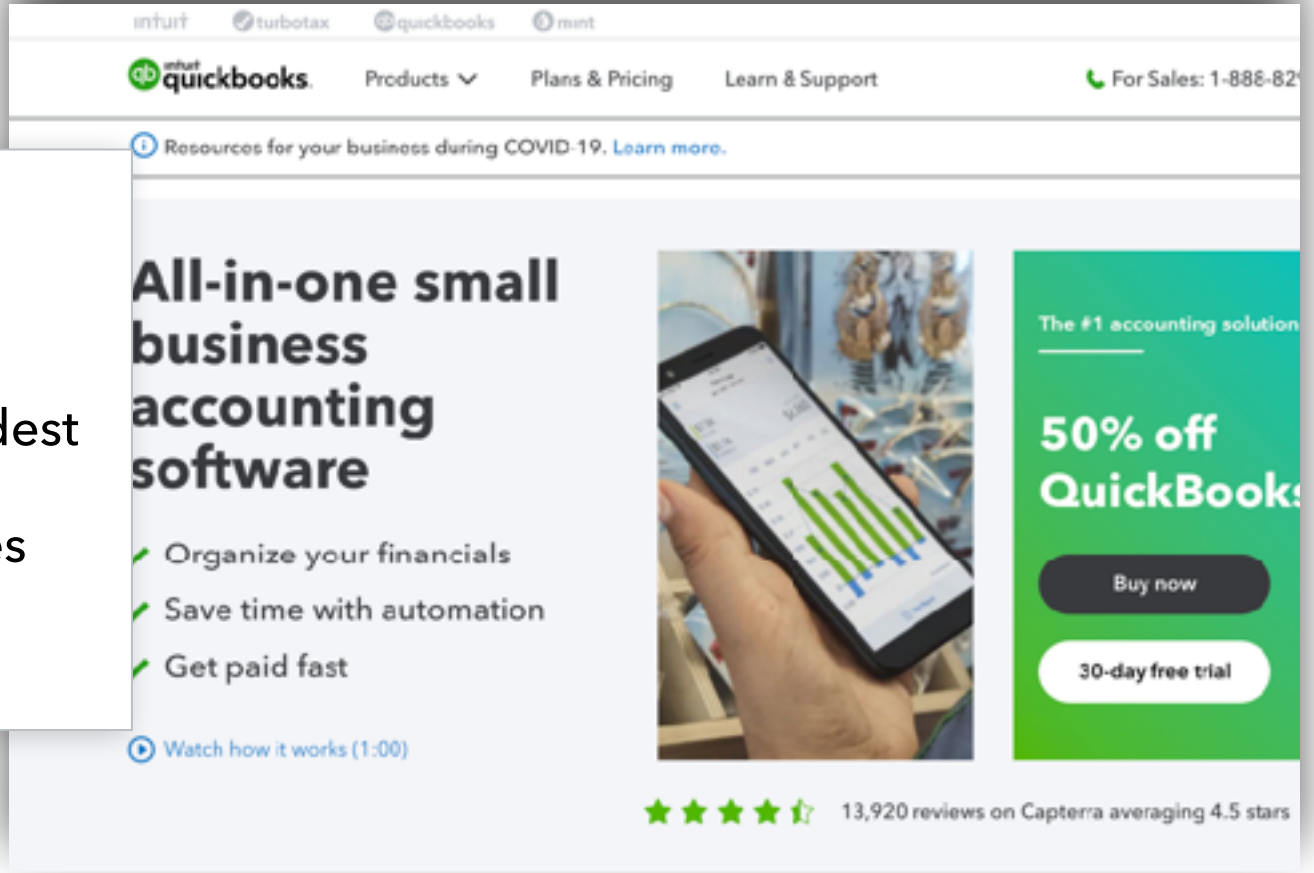


Me in a sentence:

Keep Experimenting!

Intuit

One of the oldest fintech companies

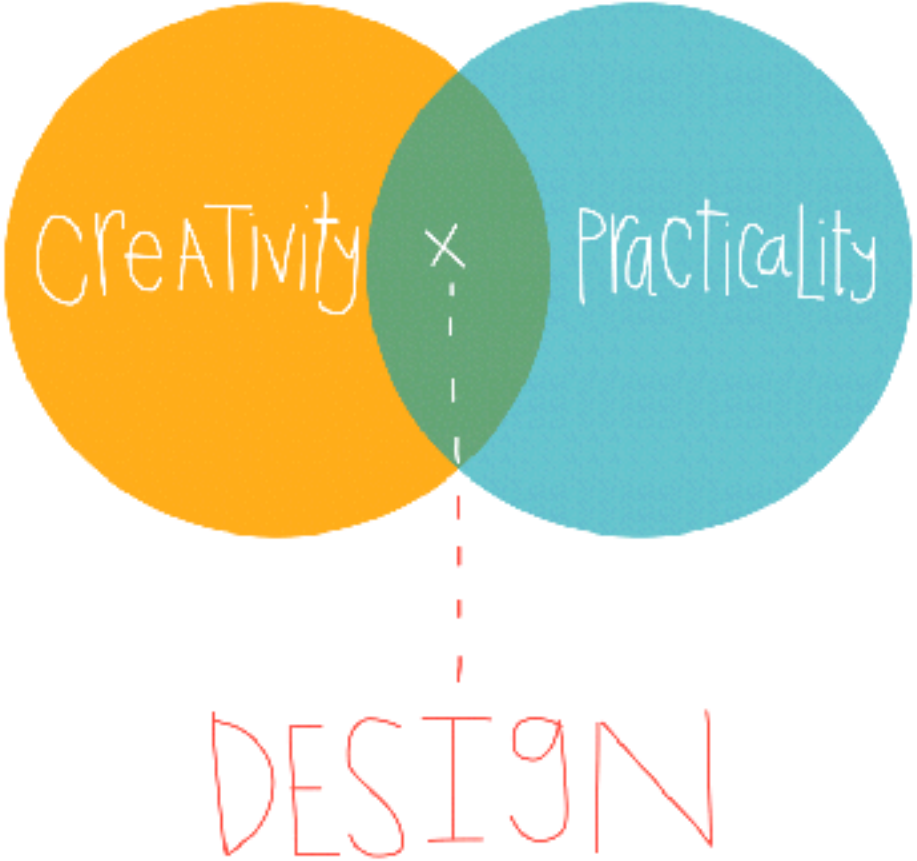


Let’s start from the basics…

What is

DesignOps?





Design is not just what it looks like and feels like. Design is how it works.

Steve Jobs

Operations
transform
resource or data inputs
into desired goods, services, or results,
and *create* and *deliver* **value**
to the **customers**.

[Source: BusinessDictionary]



The action

To transform:
from Latin *transformare*
change in shape,
metamorphose

from *trans* "across, beyond"
+ *formare* "to form"



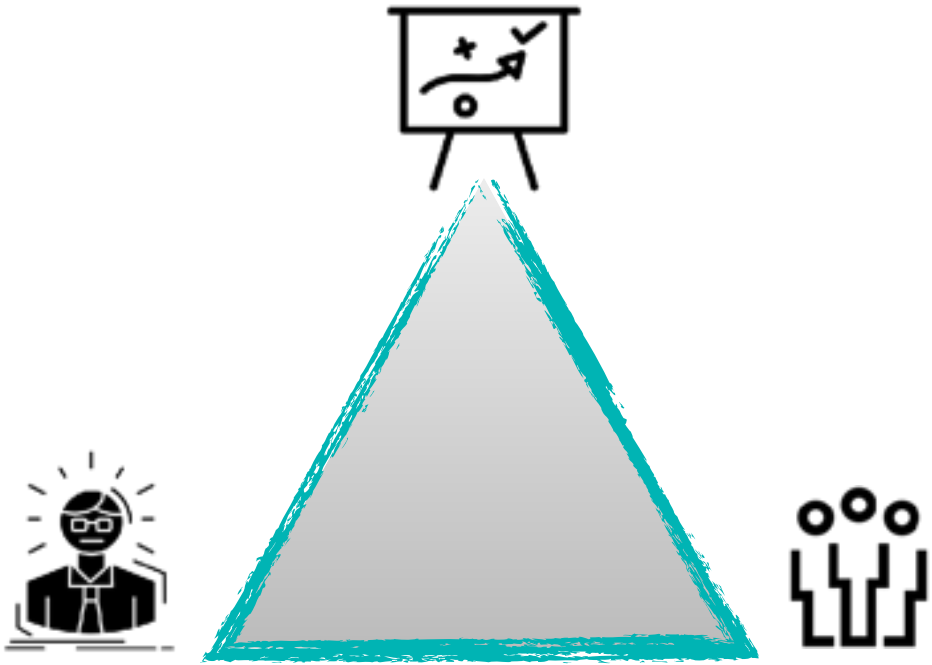
The goals

Value:
from Latin *valere*
be strong, be well; be of value, be worth

Result:
action of springing back, outcome, effect



The Beneficiary (or the Customers)



DesignOps' serves three key actors within the organisation:

The Business

The design lead

The design team

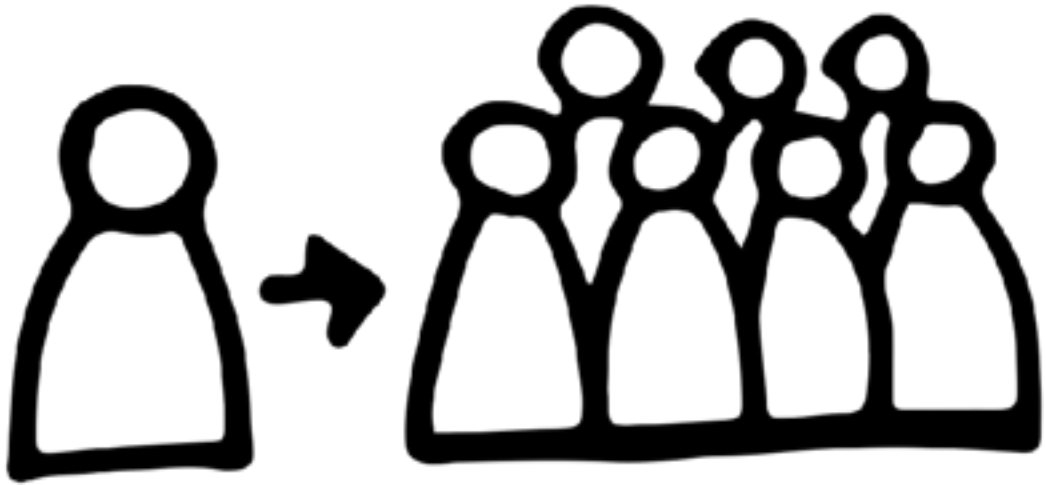
Every and each DesignOps action is a balancing act to deliver value one or multiple stakeholders.

What is DesignOps' unit of reference?

DesignOps's basic focus is the *Team*.

It's not about the single individual,

it's about the team as a unit of potential and opportunities.



DesignOps' goal is to generate ***quantifiable*** value to the business, the design leaders, and the design teams through the transformation and optimisation of E2E design processes.



The context



My teamS:

7 globally distributed teams, 4 languages, 3 levels of team and product maturity,

same sense of urgency





We know designers spend time doing non-design tasks.

But do you know how much time is your team spending in mundane tasks?

It’s DesignOps’ task to identify inefficiencies and define strategies to empower designers to do…

Design.



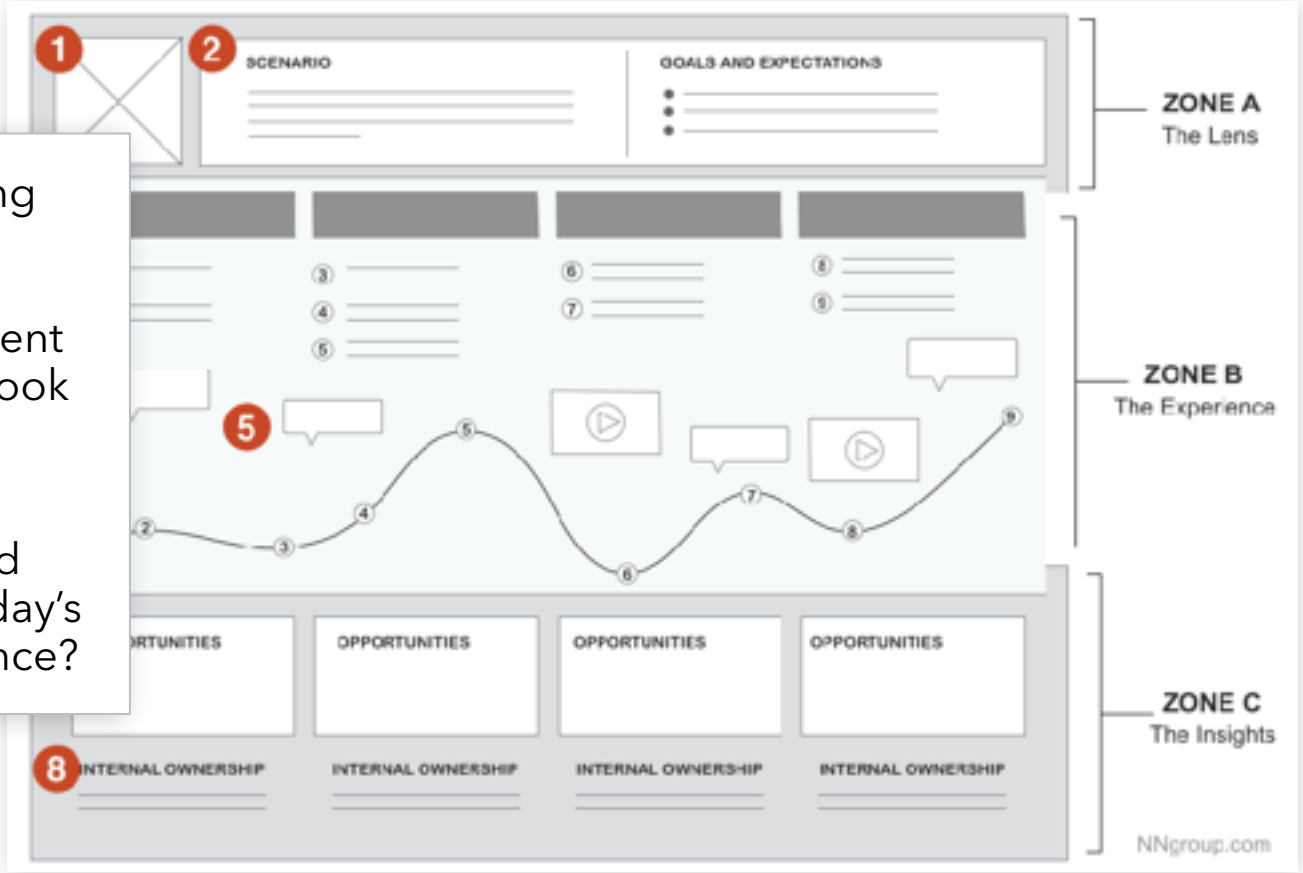
Wouldn’t it be
awesome if
user testing, validation,
user research would
just happen?



What is happening today?

How does the current Designer journey look like?

What are the inefficiencies and opportunities in today's designers' experience?

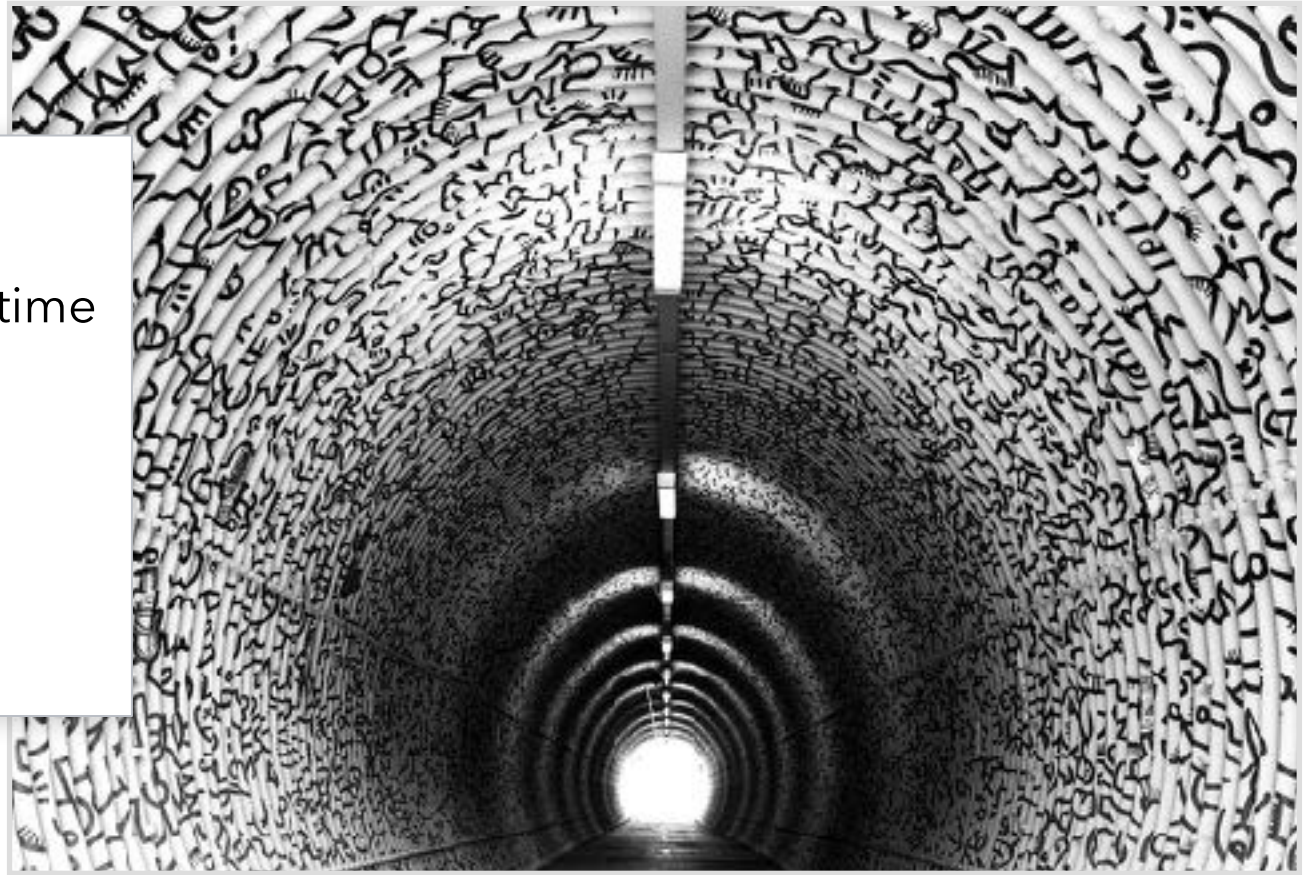


And the problems become visible…

User testing was time consuming,

expensive,

painful.



Designers were working hard, but not smart

The E2E process was basically… Non existent.



Designers' job was tough:

- All designers were struggling to find and engage participants for testing and research purposes
- There were no clear and consistent E2E processes
- Each iteration and testing session caused designers to work long hours

Get your data!

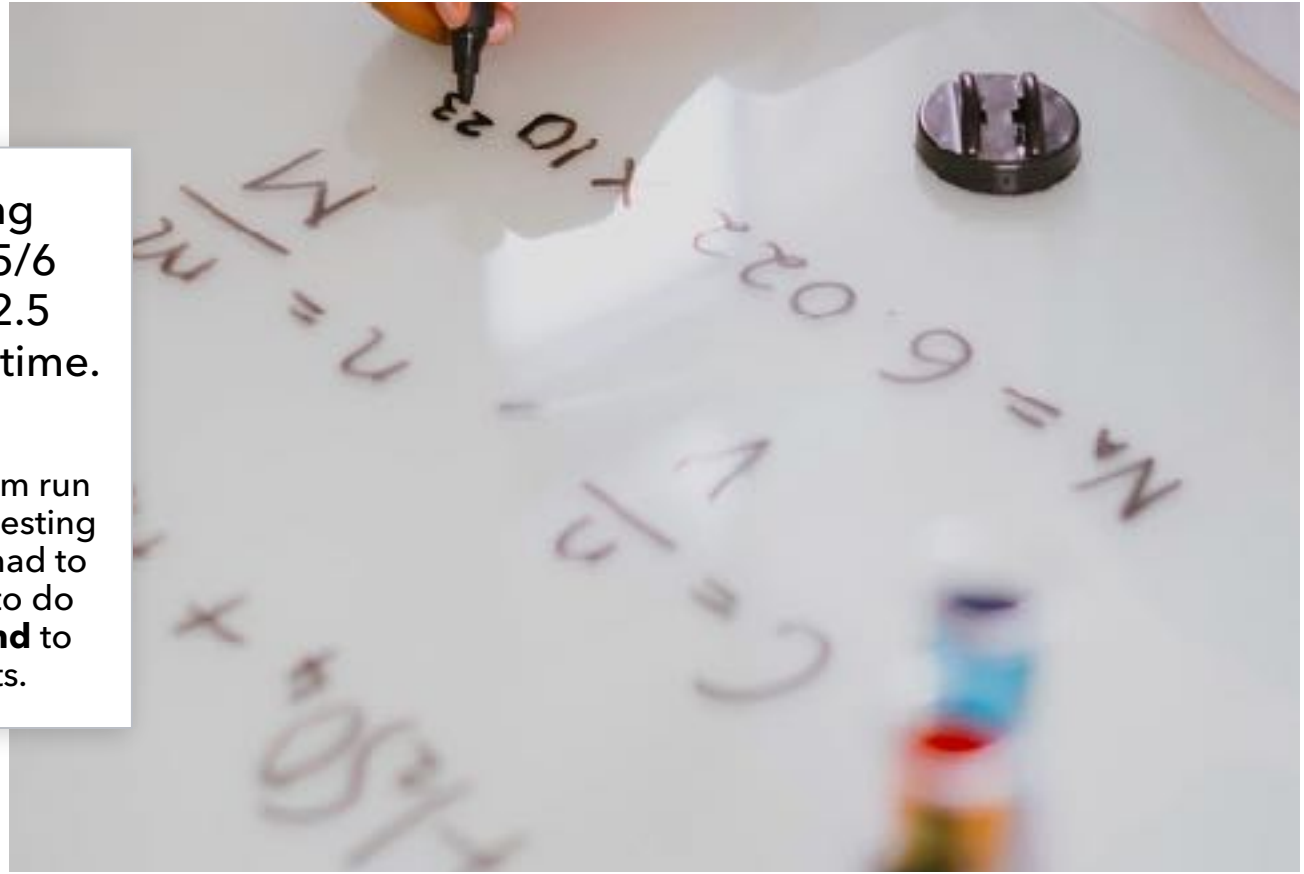
Without data, you're just another person with an opinion.

W. E. Deming



The E2E recruiting process to get 5/6 users *costed* ±2.5 days of Designer time.

Every month a scrum team run 2x rapid prototyping testing sessions, a designer had to work an extra week to do their designer job **and** to recruit participants.



Inefficiencies drive wrong behaviours

To avoid facing pain points, designers increased the risk factor



Designers reacted to the pain by looking for risky shortcuts such as:

- Limit/reduce the number or frequency of testing sessions
- Adopt risky non-GDPR compliant workflows
- Iterate poor practices, i.e. re-using the same sample users over and over

The ambition



What is the impact and what are the metrics?

Once you have the data and the picture of what is happening, what do you want to change?



What is the single most important aspect you want to ***transform***?

What is the **value** you want to deliver?

What are the benefits of your transformation?



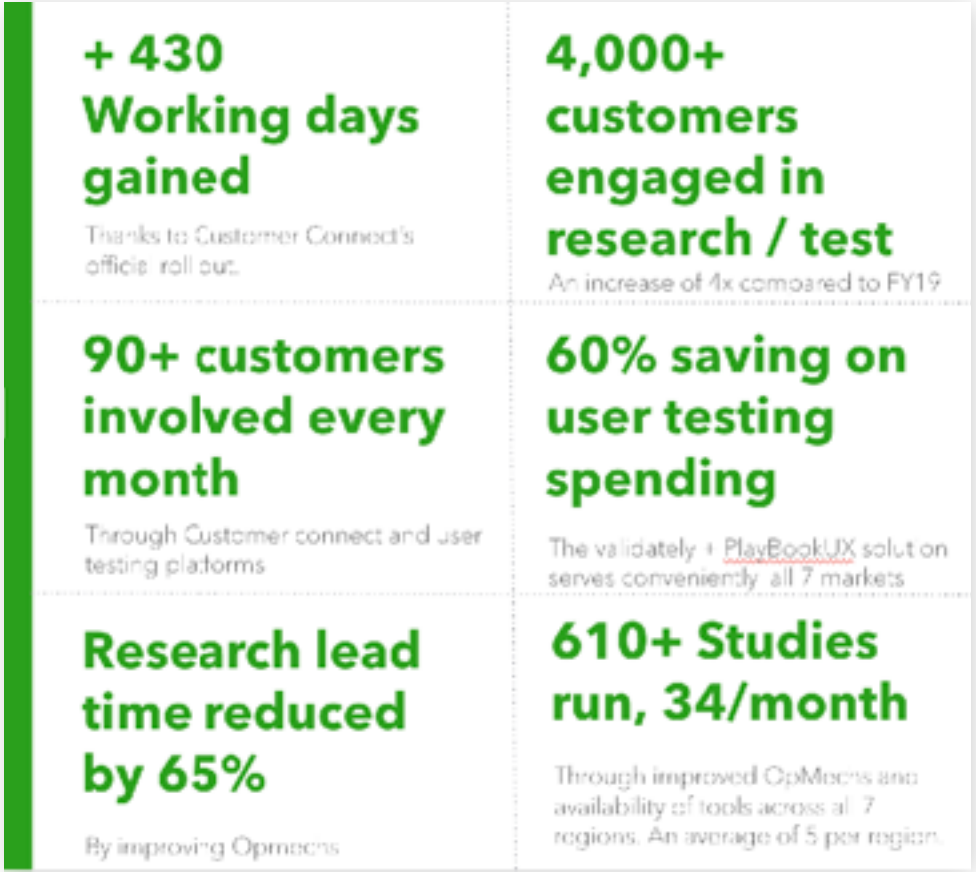
Set the goals:

- Save designers' time to
  - increase design quality
  - Improve designers' work/life balance
- Increase number + frequency of user sessions
- Reduce lead time
- Increase the quality of participants
- Reduce recruitment costs

In May 2019 I was feeling ambitious and wanted to focus on the process to save ±25% time of designers' time.



12 months later the value generated by a designOps intervention is far beyond the expectations



What happened to produce those results?

Focus on the problem setting

If I had an hour to solve a problem I'd spend 55 minutes thinking about the problem and 5 minutes thinking about solutions.

A. Einstein



How were we doing?

Balancing risks with inefficiencies

	Lead time	Costs	Screening accuracy	GDPR compliance	Reliability of sample
Recruitment agency					
FOAF					
Recruitment Apps					
Internal lists					

What if we had … users on tap?

If we had a magic wand, what would the requirements be?



A dedicated service capable of:

- Providing any type of users:
  - Existing customers
  - Prospects
  - Past customers (Churn)
- Ensure a GDPR compliant process
- Reduce designers' recruitment effort by 100%
- Reduce recruitment costs
- Decrease lead time
- Increase screening accuracy
- Increase reliability and show up rates

Hypothesis: what success looks like!

Impact is not storytelling, is a data-informed narrative



If we implement an ideal solution, we'll:

- save up to 25% of time of the designers to increase design quality and work/life balance
- Recruitment as a Service will serve all BU beyond design increasing customer obsession
- Recruitment as a service will increase the number of tests and experiments
- Recruitment as a service will increase the number of participants

Explore the unknown

I suppose it is tempting, if the only tool you have is a hammer, to treat everything as if it were a nail.

A. Maslow



Re-thinked and delivered an E2E research recruitment service in 7 markets.



Recruitment as an internal self-managed service

From being a time consuming task to a service for the whole organisation



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Always apply system thinking

A change in a part leads to changes to the whole because the system adapts and moves the pain to another level.



Questions?

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or email
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