Information classification - Green



DesignOps and the design of efficient teams

The metrics and the processes that matter

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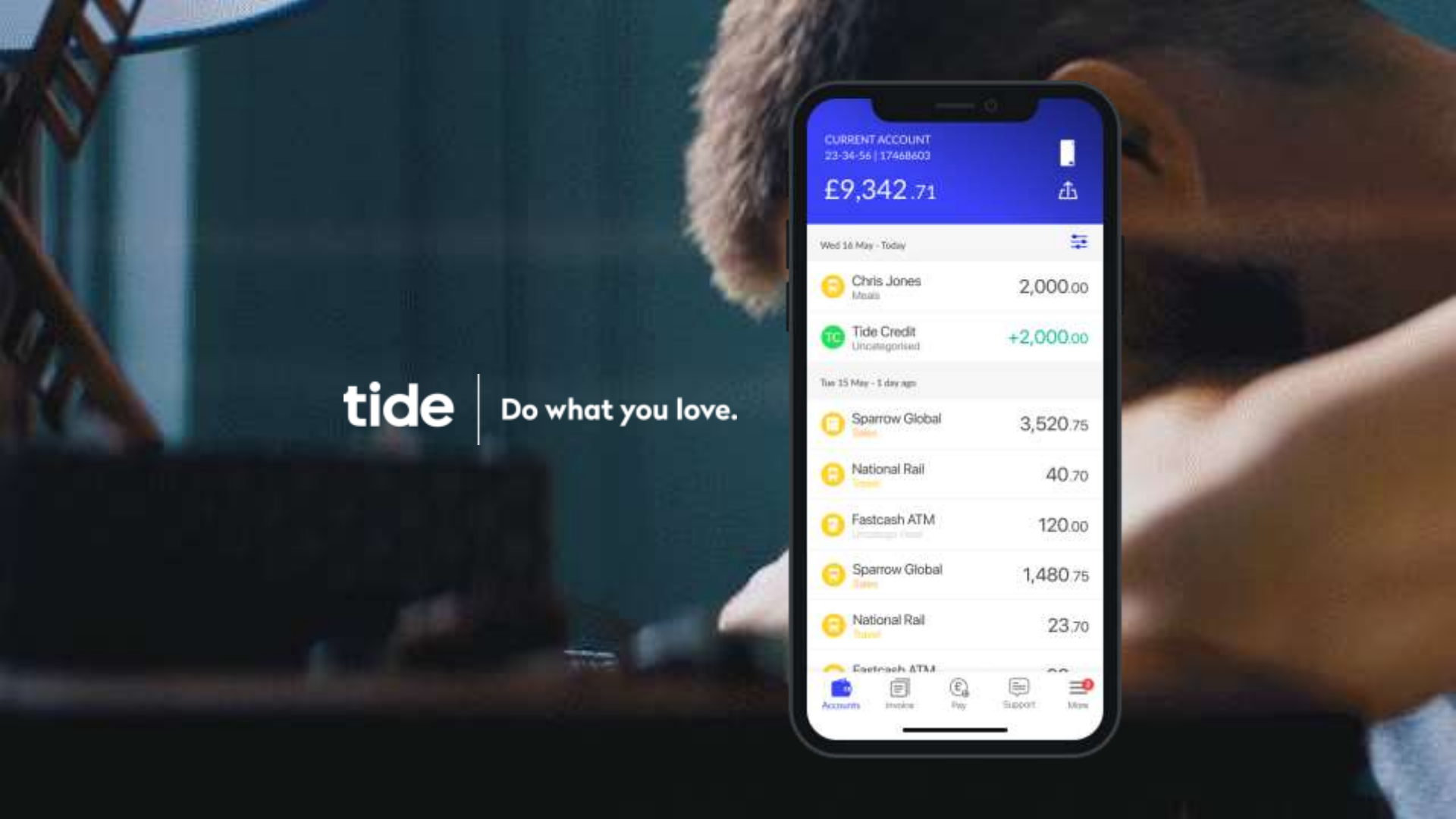
Hello.

Me in 3 words…

Explorative DesignOps Fanatic :)



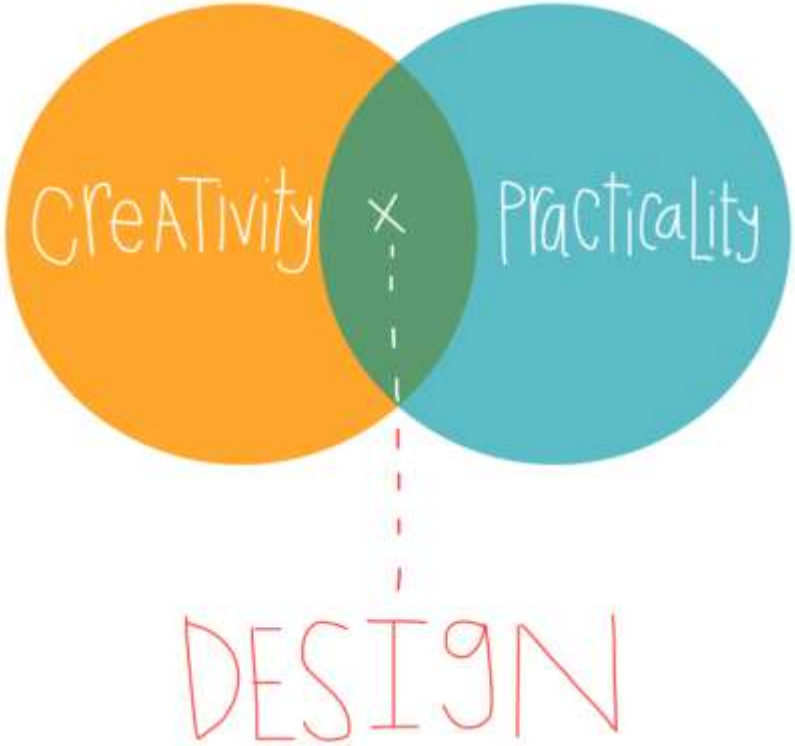
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Sparrow Global
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National Rail
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Sparrow Global
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What is DesignOps?

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

Steve Jobs, Apple

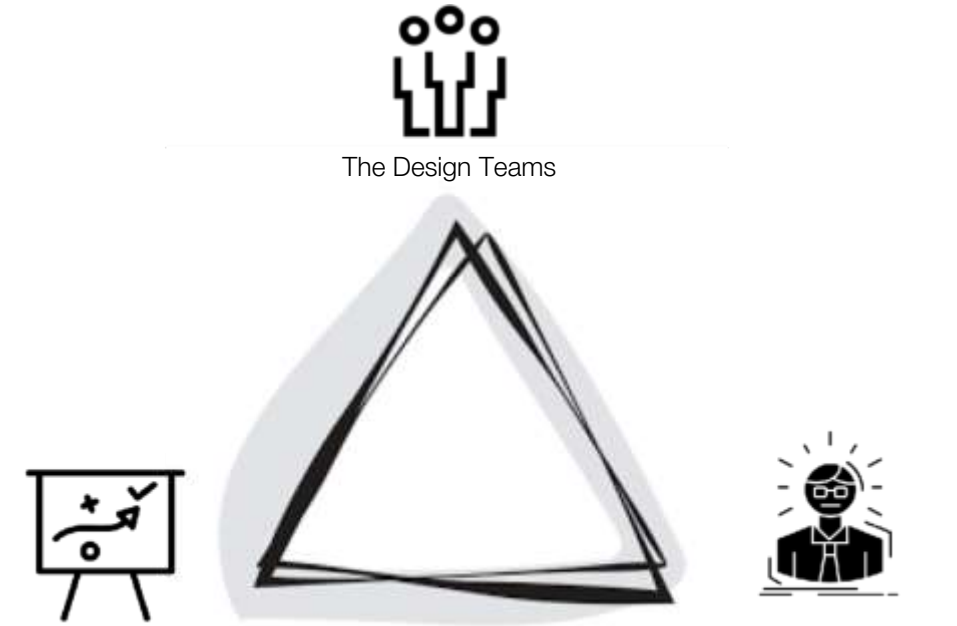
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Operations **transform** resource or data inputs into desired goods, services, or results, and create and deliver **value** to the **customers**.

[**Source**: BusinessDictionary]

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What are DesignOps' customers or beneficiaries?



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

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What are DesignOps' customers or beneficiaries?

DesignOps's basic focus is the **team**.

It's not about the single individual, it's about the **team as a unit**.



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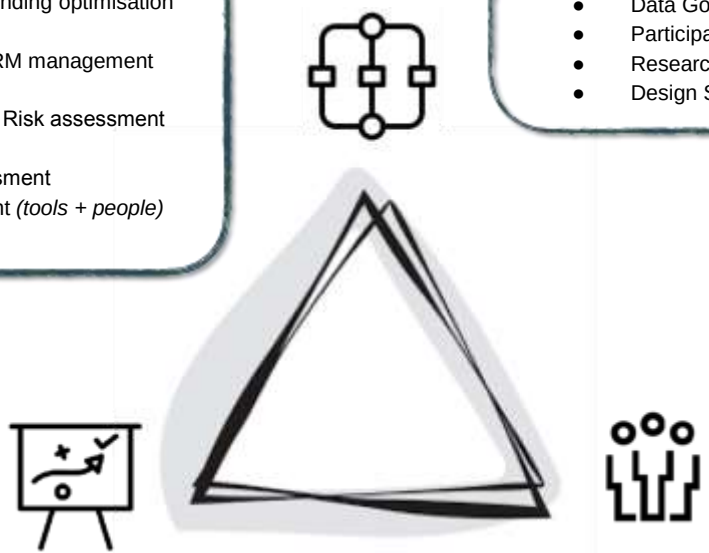
What are DesignOps' pillars?

Business Operation:

- Budget management / spending optimisation
- Spending policy overview
- E2E procurement and 3PRM management
- Contract negotiations
- Vendors' onboarding + 3P Risk assessment
- Spending ROI calculation
- Tools' ROI / impact assessment
- Resource asks assessment *(tools + people)*
- CW/FTE sequencing

Workflow Operation:

- E2E Design process optimisationTools' ecosystem management
- Tools' onboarding / off-boarding
- X-functional collaboration optimisation
- Design System management
- Data Governance
- Participant sourcing process management
- Research & Design asset management
- Design Standards



People Operation:

- Career path definition
- Skill Matrix / Team composition assessment
- Development programmes and team trainings
- Teams culture
- Knowledge & experience sharing
- Streamline ubiquitous x-functional collaboration
- Onboarding/off-boarding
- Internal communication
- Change Management
- Engagement models

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DesignOps' is a **transformational function** within the organisation that operates **to maximise the value of Design**.

DesignOps' goal is to generate **quantifiable value** to all the key stakeholders through the **transformation** and optimisation of the E2E design processes.



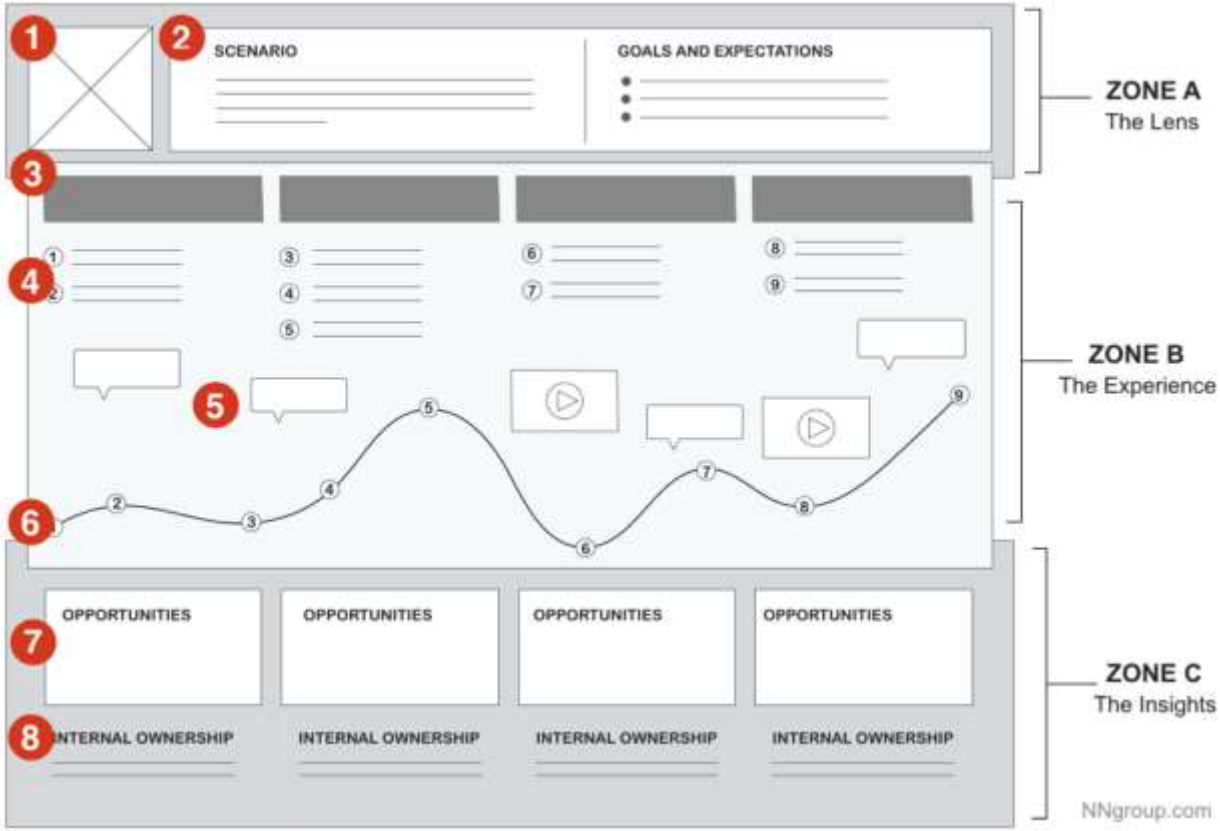
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Let’s talk Design teams.

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Do you know what is happening in your teams?



60% of the time is spent doing **non-design** work

We know designers spend time doing non-design tasks.

[**Source**: Workfront 2020]

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



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2 hours 53 minutes

The average UK office worker **is only productive for 2 hours and 53 minutes** out of the working day according to a recent study.

[**Source**: Voucherclub 2020]



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What is… Efficiency?



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Efficiency is Measurable

Efficiency identifies a **peak level** of **performance** that uses the least amount of inputs to achieve the highest amount of output.



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Performance

All about accomplishments & completion!

Etymology: late 15c., "accomplishment, completion" (*of something*), from **perform + -ance**.

Meaning "***that which is accomplished, a thing performed***".



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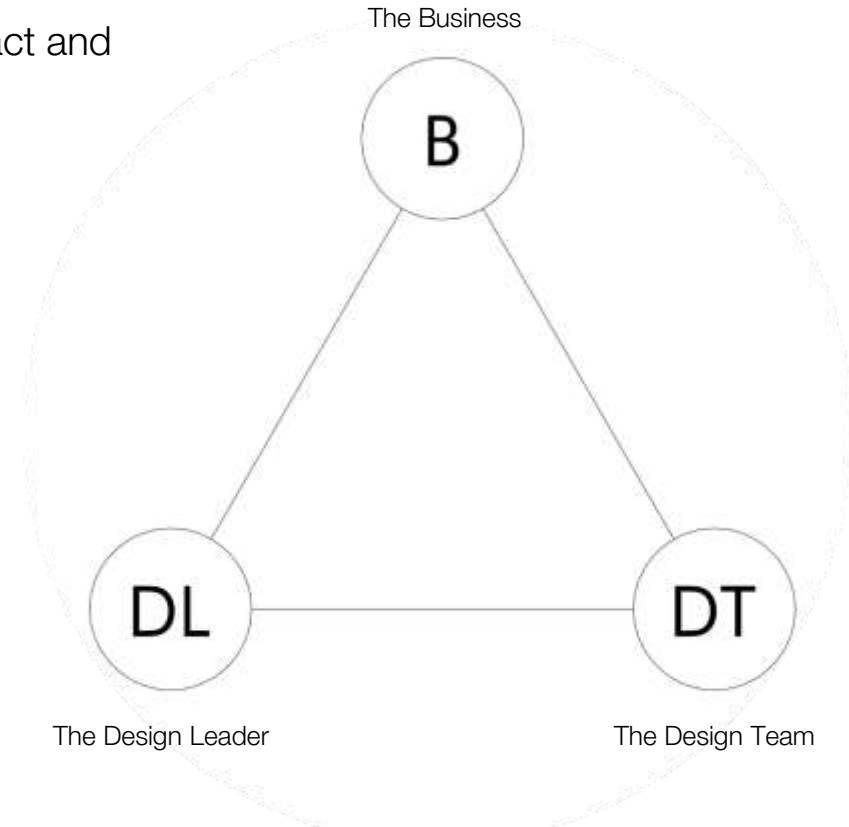
Who is affected by performance?

An efficient performance delivers positive impact and tangible benefits to one or more of the three stakeholders that DesignOps serves:

B = the Business

DL = The Design Leader

DT = Design Team



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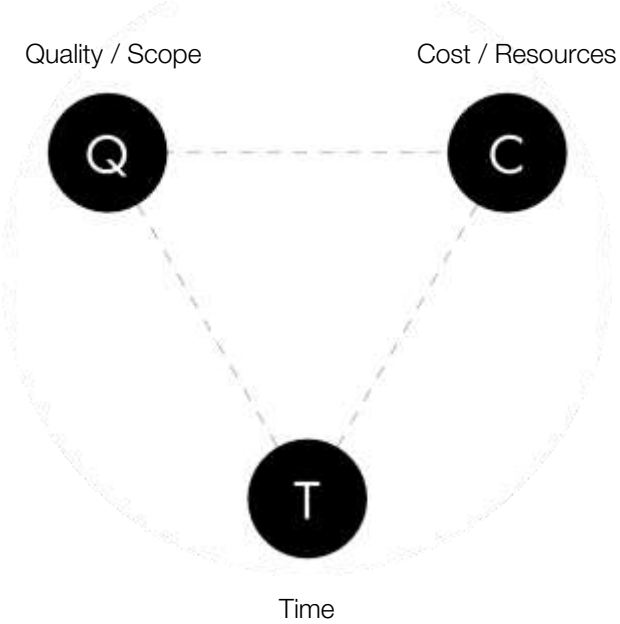
Which performance dimensions are relevant?

An efficient performance will maximise the resource utilisation and the ways of working so that one or more performance dimensions are being improved to maximise ROI. These dimensions include:

Q = Quality and Scope

C = Cost and Resources

T = Time



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How impact is being assessed

Each beneficiary can be impacted in multiple ways by each of the efficiency dimensions:

The design team can

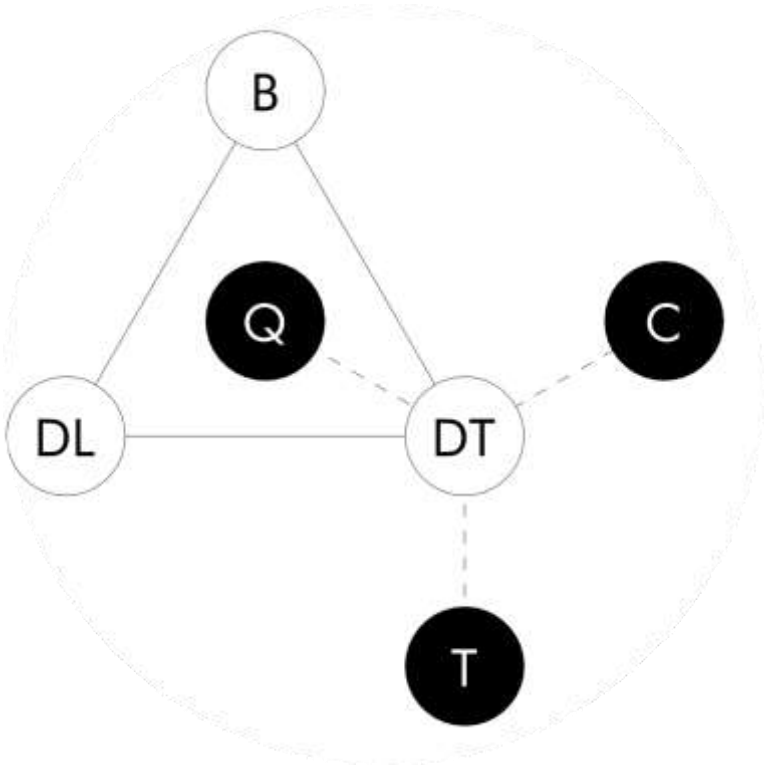
- Save time through better processes
- Increase the quality of deliverables
- Save money by reducing errors

The Design Leader can

- Reduce TTM Increase NPS scores with better
- Products Increase resources / time on innovation

The business can

- Increase resources' ROI Increase competitive advantage faster product releases
- More innovative products



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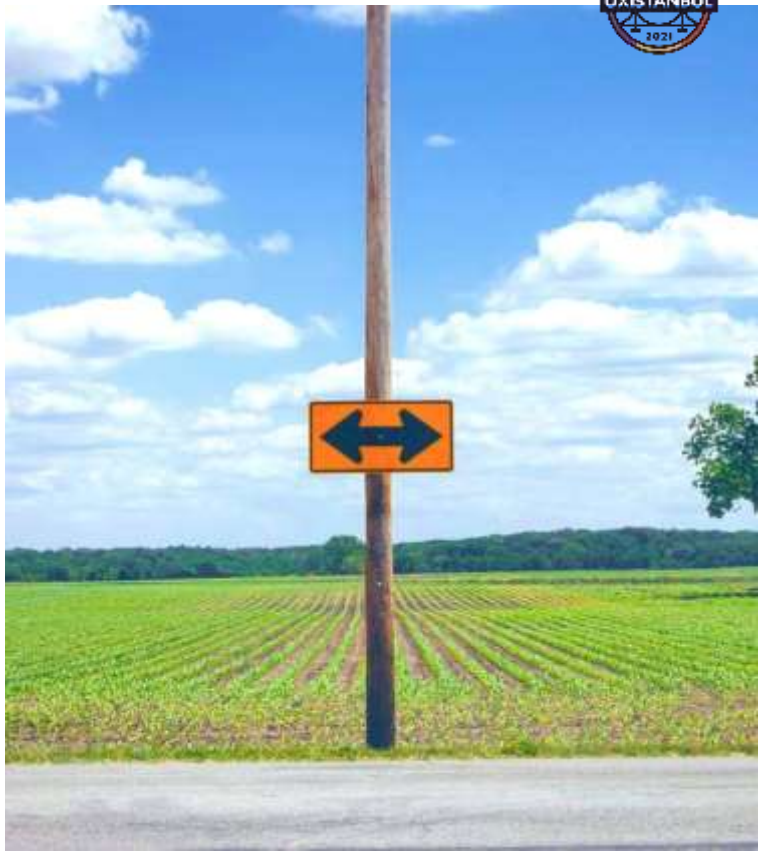


Metrics and KPIs.
What and why can we measure?

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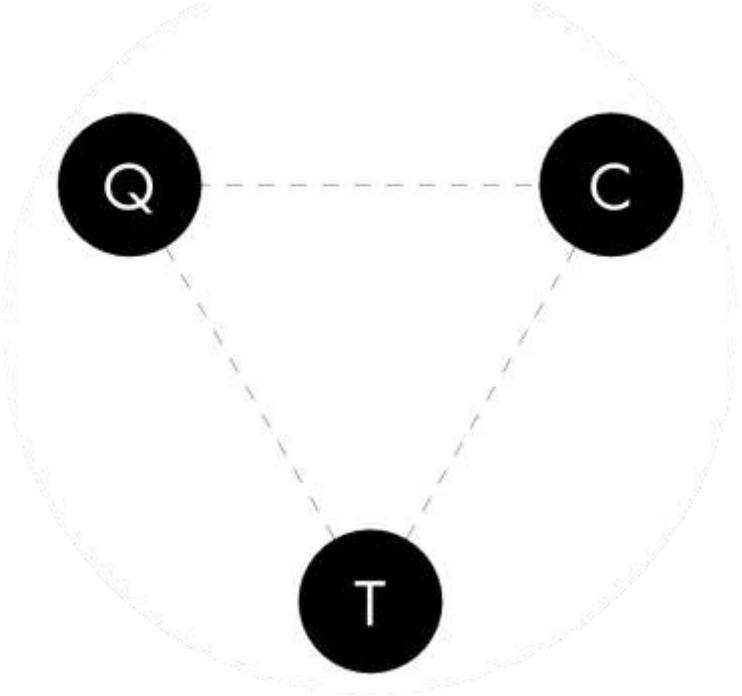
DesignOps Metrics are defined by two types of metrics:

- Operational **Efficiency**
- Operational **Efficacy**



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Operational Efficiency focuses on how resources — time, money, people — are utilised and it defines the opportunities to maximise the organisations' return of investment.



These metrics are related to processes and they include KPIs such as:

- Tools' ROI
- Testing and prototyping lead time
- Number and type of quality reviews
- Team productivity / time
- Delivery time
- Cost and budget ROI

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Operational Efficacy focuses on soft metrics that assess inner qualities of the teams and the execution of a design thinking approach. These type of KPIs measures and weights behaviours that have a direct impact on operational efficiencies.

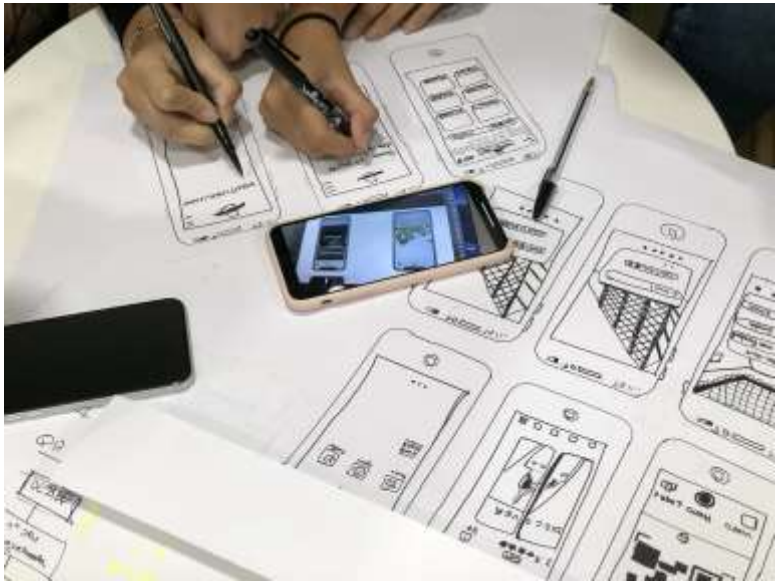
- Empathy and ongoing user engagement
- Tools' engagement and utilisation metrics
- Ideation and experimentation cycle times
- Composition of teams' skills and skills' distribution
- Perceived value of design teams by cross-functional partners
- Employee satisfaction and retention



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

Design



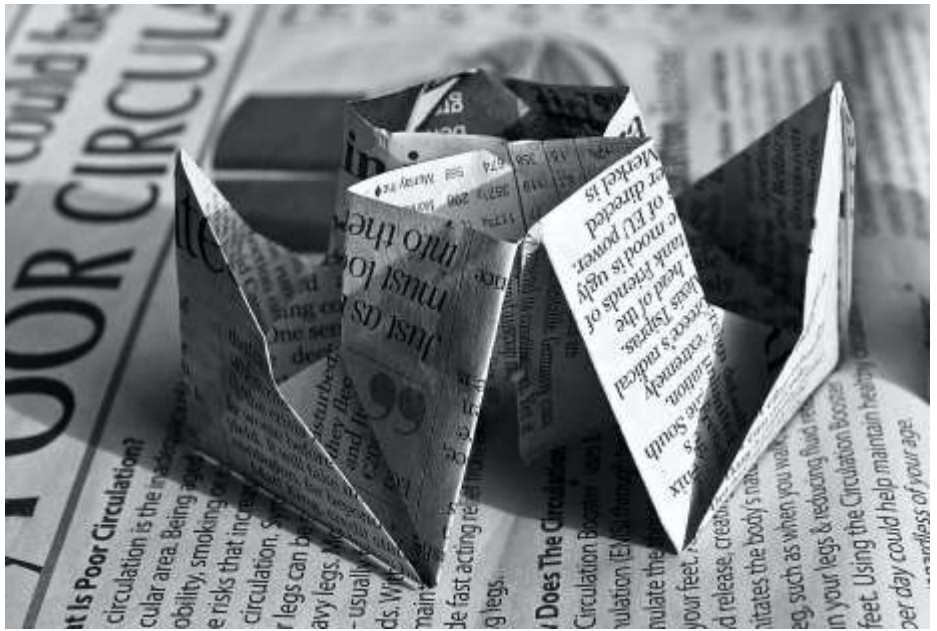
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Metrics in practice: 2 case studies

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Case study #1:

Improving Efficiency



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Operational Efficiency

EFFICIENCY = is asking "*What needs to be done*".

EFFICIENCY focuses on **PROCESSES**.

EFFICIENCY involves accomplishing a task with minimum expenditure of time and effort (*do things in the right way*).



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Operational Efficiency



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

Every month a scrum team run 2x testing sessions meaning that a designer had to work an extra **5 days / month** to do their designer job and to recruit participants.

This generated poor practices that were non GDPR compliant and not aligned with any UX best practices.

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How were we doing?

Balancing risks and efficiencies

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

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The Hypothesis

If we outsource research participants sourcing to a new internal function, we can reduce designers non-design work by 90%, while also reducing research lead time by 25%, increase user engagement by 30%, and reduce spending by 20%.

And the Plan:

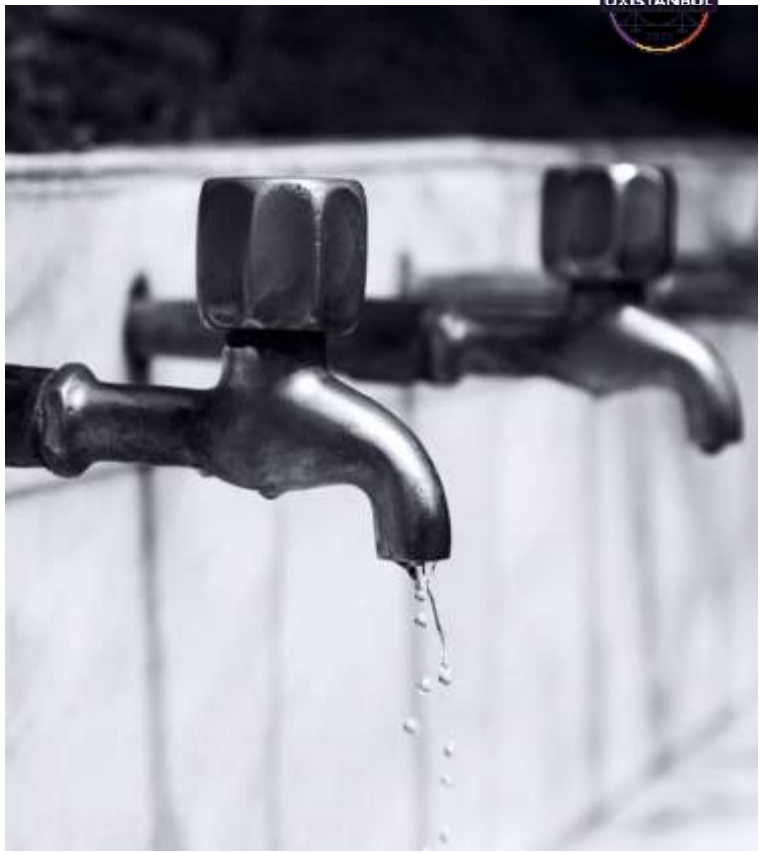
A 9 months' experiment to assess impact of such a service in one region.



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The results

- Designers saved 430 working day (=*2 FTEs*) days in Year 1 / trial (±*10 working days each*)
- Tracking to save 4.5 FTEs in Year 2 = 0.65 FTEs/Team, ± 1 month / designer
- Number of participants recruited in 12 months: 4x higher (+*300%*)
- Lead time reduced by 65% on average
- Recruiting cost reduced by 45% on average and peaks of 72% savings
- Attrition rate: 5%



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Case study #2:

Improving Efficacy



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Operational Efficiency

EFFICACY is doing the right things and focusing on actions and processes that adds value to the team and the organisation.

EFFICACY focuses on **BEHAVIOURS**.

EFFICACY also means asking the question "*Will this add value to the customers?*". If not, it's not worth doing.



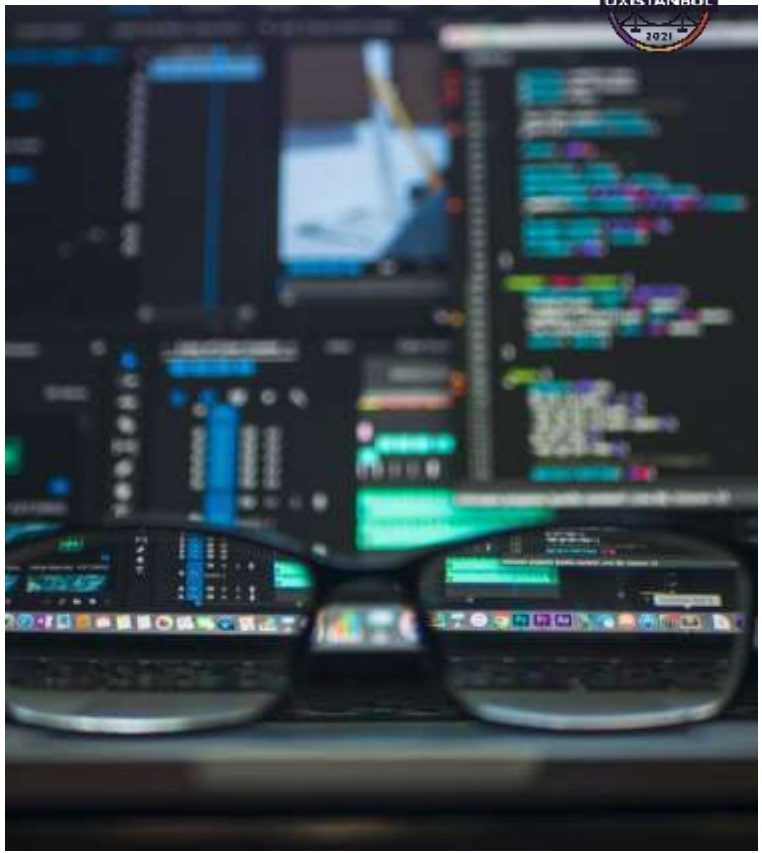
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Context

Designers struggle with data: they are **empathy champions**, yet decisions are made with data.

Designers' limited ability to use Data and Analytics reduces their capacity to influence business decisions.

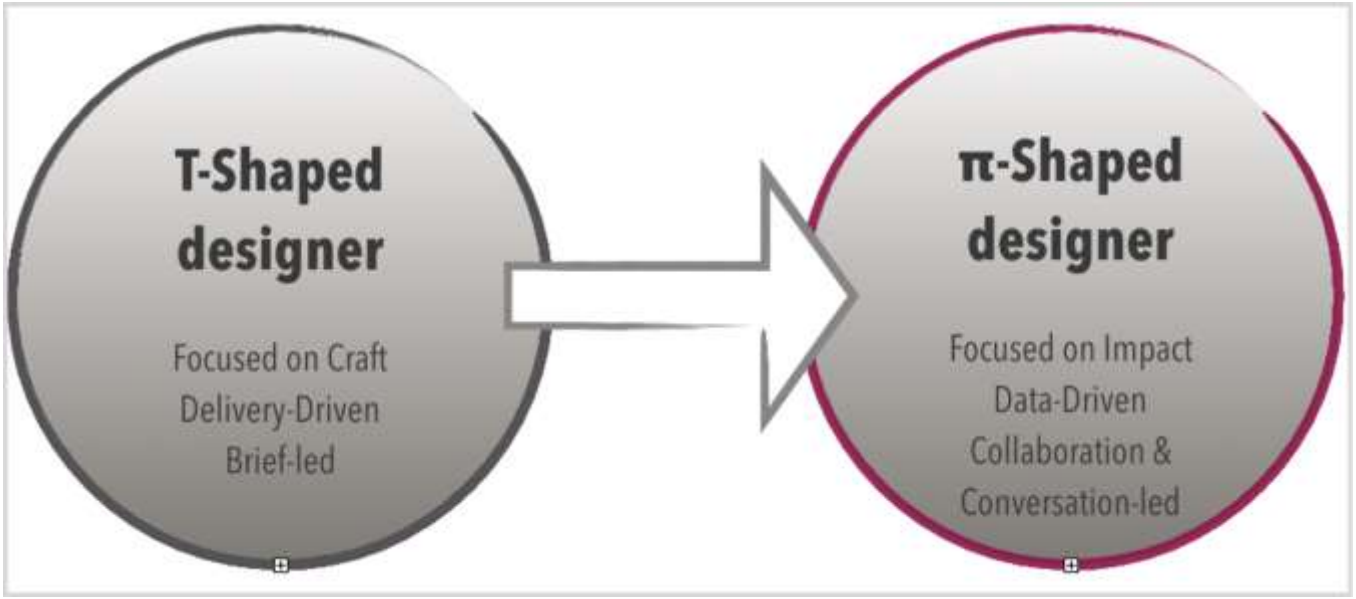
Designers need to learn a new language and they need to combine **empathy** and **design thinking** with **analytical** and **system thinking**.



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The transformational power of DesignOps

Increase the influence of Design



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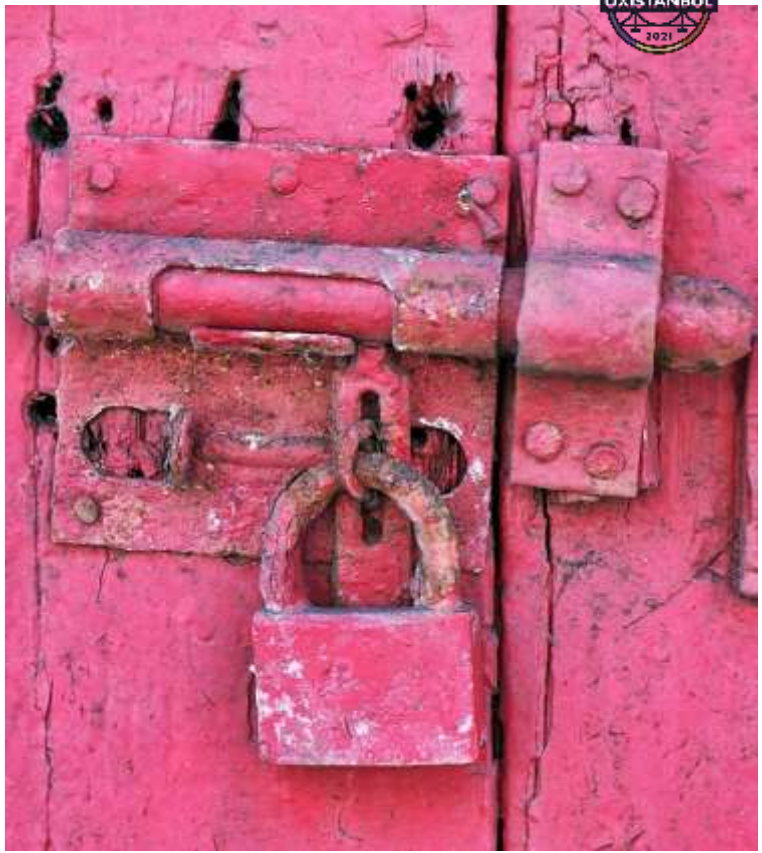
The Hypothesis

If we expose all Designers and all X-functional partners to data driven and data backed best practices and tools.

We will improve x-functional collaboration, develop a data informed design practice, enable designers to understand and use data to make better decisions.

And the Plan:

A 6 months' training programme, with a total of 4.5 hours of training / month with a blend of Experts and Vendors.



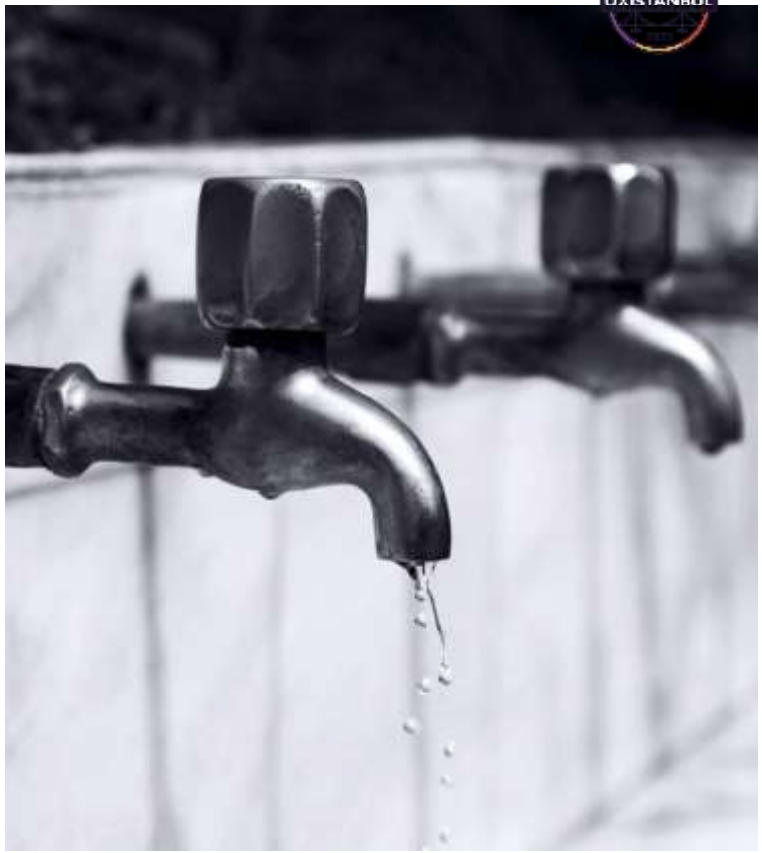
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The results

- +110% engagement with tool
- +1,800% increase in queries
- +150% sessions (***engagement***)
- 84% of Designers accessed all Analytics tools
- 70% increase in projects (***engagement***)

- Confidence in data and analytics (***average***):
- +10% Most engaged teams had an increase of

- +20% Confidence in analytics tools (***average***):
- +10% Engaged teams has a 27% increase in confidence
- For tools used 3+ months after the training, confidence reached up to 29%



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Final remarks

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Efficiencies are created through collaboration both with the design teams and with both x-functional teams

It’s not just about the design team, it’s also about everyone’s experience **with** the Design team!



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DesignOps is about Change Management.

To drive efficiencies and efficacy in your teams you have to know your teams, assess the opportunities and introduce better ways of doing to drive value.

Because DesignOps is about transforming the ways of working.



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Making teams efficient means understanding the people and processes first and then defining a new behaviours

Change may seem slow but it is the ongoing measurement that allows to assess the direction and impact.



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Efficient teams do not happen.

They are *designed*.



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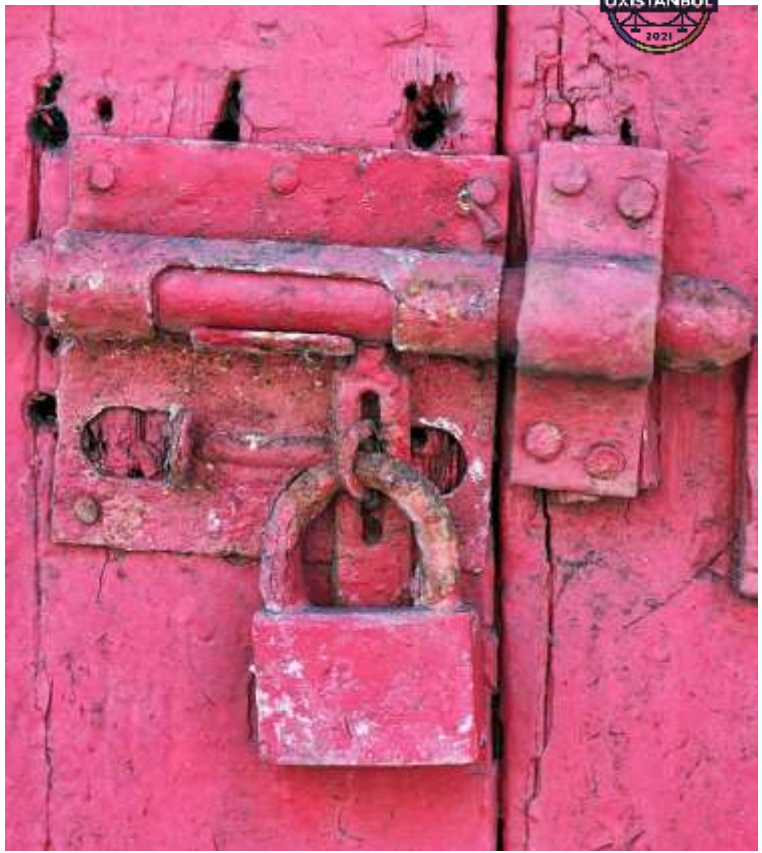
Efficient teams in 4 steps

Learn your teams: assess how they work, quantify inefficiencies and pain.

Prioritise: ask yourself What is the single most impactful action I can take to impact the biggest inefficiencies?

Design the change and adopt a participative approach. You are changing people's behaviours!

Measure: Ongoing measurements is key to validate the work, steer the direction, or change completely.



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Thank you

Questions ?

You can tweet me @Legoviews
Or email at Patrizia.Bertini@Tide.co

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