

Reframing UX in Complex Organizations

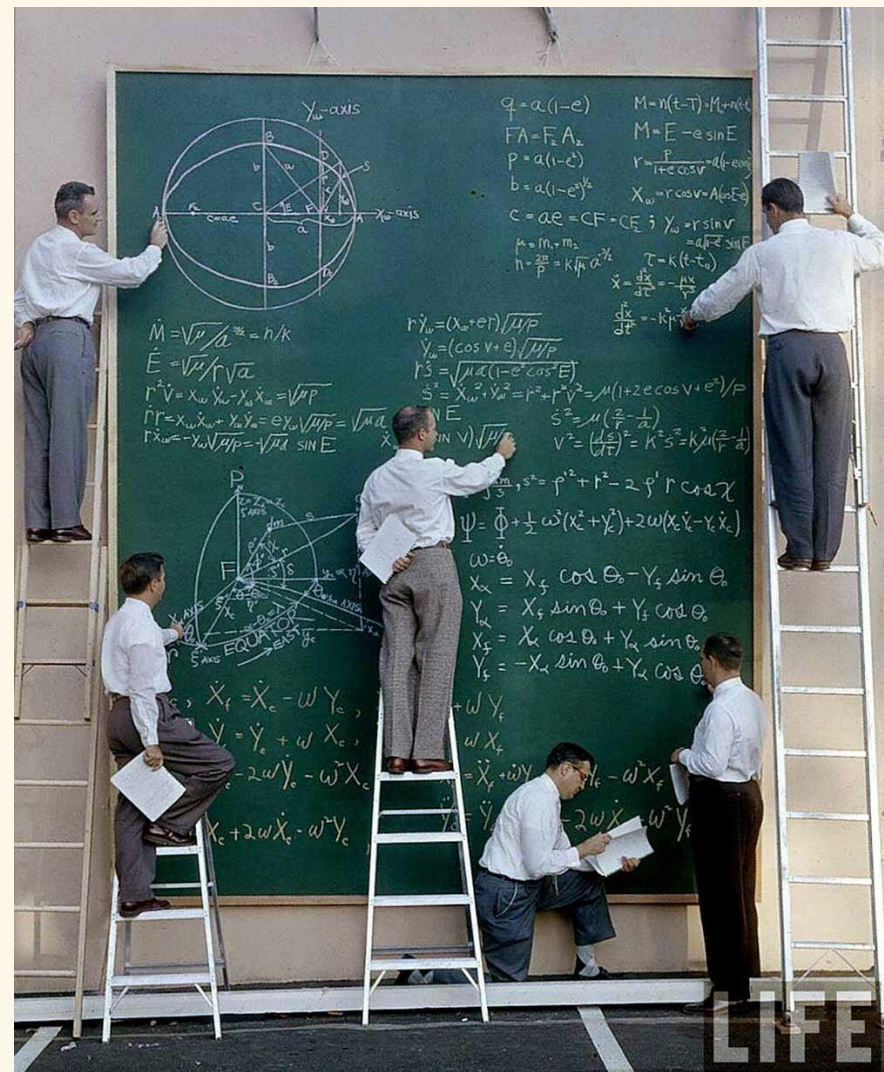
Marijke Jorritsma

We are at a pivotal moment



REFRAMING UX IN COMPLEX ORGANIZATIONS

The ability to engage with complex systems will remain valuable



Complex System:

As system composed of numerous interacting elements, where the whole exhibits emergent behaviors not easily predictable from the individual components.

Human
Systems are
inherently
complex



Organizational complexity?



REFRAMING UX IN COMPLEX ORGANIZATIONS



**Clear
accountability
and fast
decision-making**



**Cross-functional
steering
committee
with 14 people**



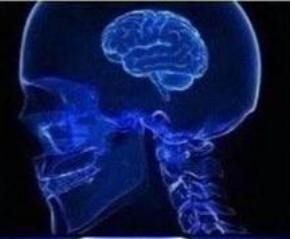
**Three (or more) departments have the same goal, different KPIs,
and no idea what each other is doing.**



You've been in back-to-back meetings all day and still have no idea who's actually responsible for the project.

REFRAMING UX IN COMPLEX ORGANIZATIONS

**ONE PERSON
MAKES
THE DECISION**



**TEAM
CONSENSUS
DECISION-MAKING**



**MULTIPLE
APPROVAL GATES**

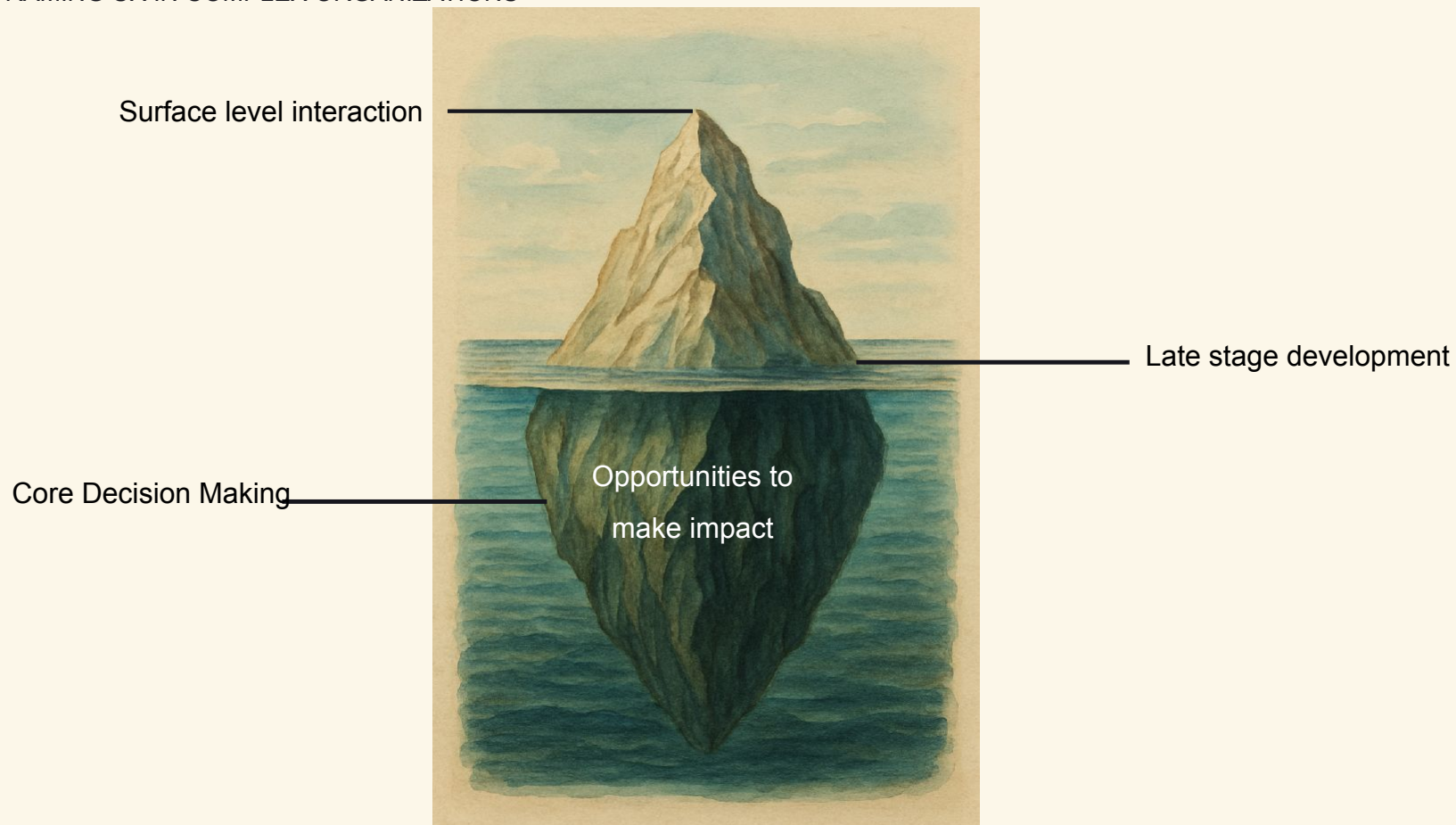


**CREATE A TASK
FORCE TO DECIDE HOW
TO FORM THE
COMMITTEE THAT WILL DECIDE**

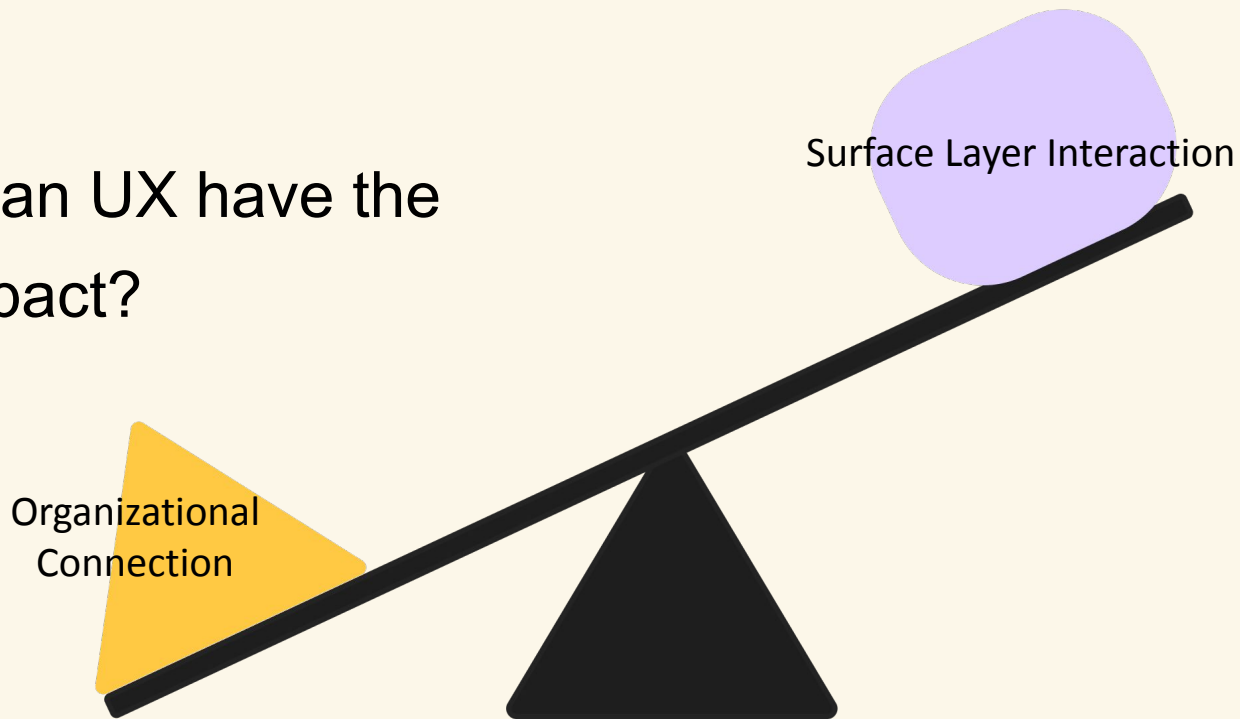


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REFRAMING UX IN COMPLEX ORGANIZATIONS



Where can UX have the most impact?



UX addresses human
complexity



UX addresses human
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1. **Modeling** Complex Systems

UX addresses human
complexity

1. **Modeling** Complex Systems
2. **Facilitating** Alignment and Decision Making

UX addresses human
complexity

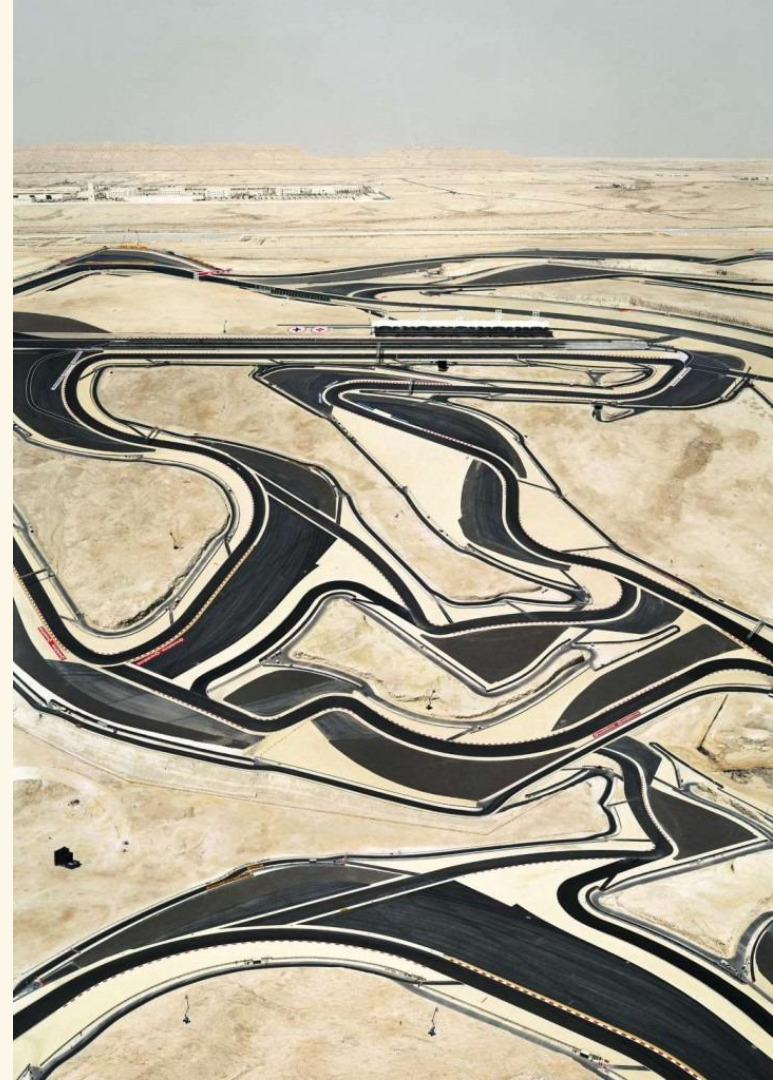
1. **Modeling** Complex Systems
2. **Facilitating** Alignment and Decision Making
3. **Building** Resilient Systems

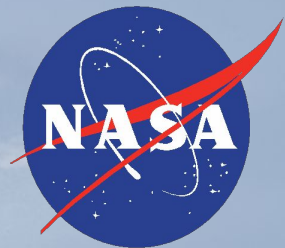
UX addresses human complexity

1. **Modeling** Complex Systems
2. **Facilitating** Alignment and Decision Making
3. **Building** Resilient Systems
4. **Strategizing** for buy-in and adoption

Today's talk:

- How organizational structure impacts products
- How to reframe UX tools to reduce org complexity risks
- How to win trust upstream

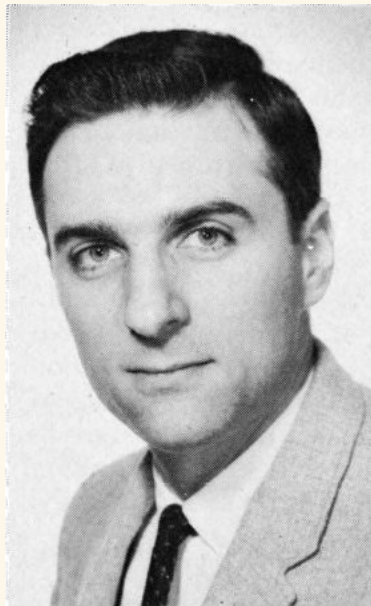




Jet Propulsion Laboratory

California Institute of Technology

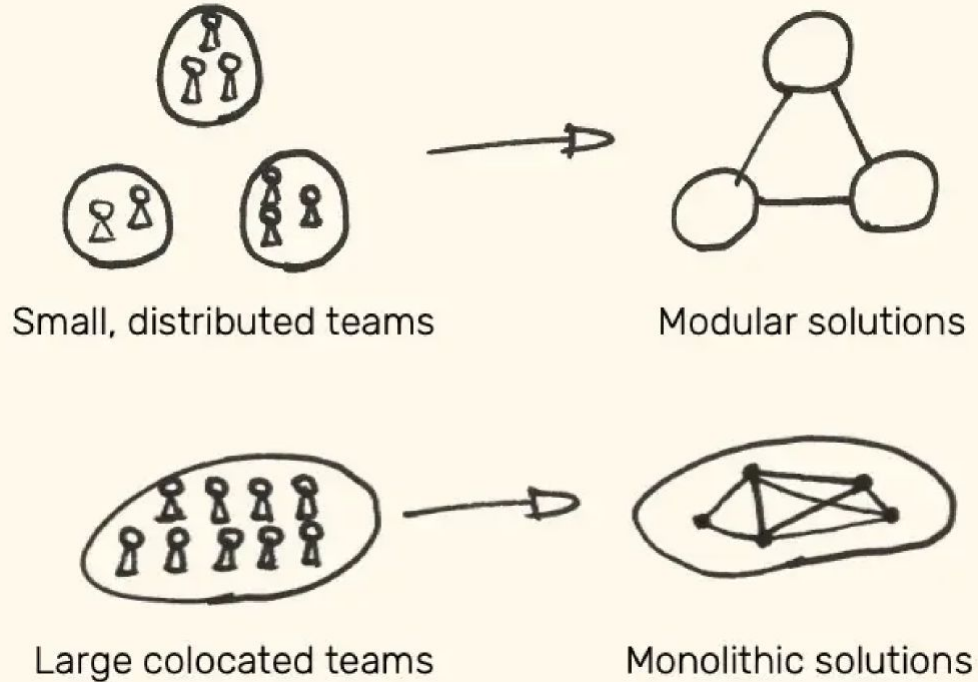




“Organizations, **who design systems**, are constrained to produce designs which are **copies of the communication structures** of these organizations.”

- Melvin Conway, Conway's Law

Conway's Law

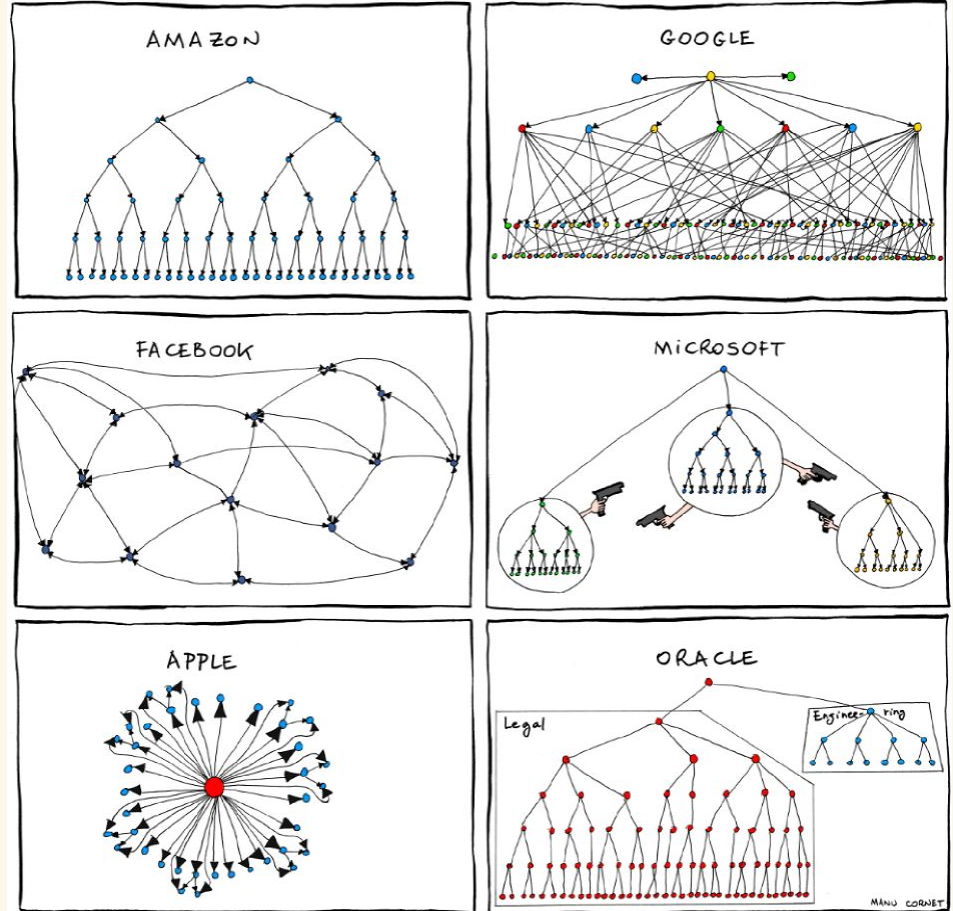


Picture Credit: Jens Scheerlinck, Multiminds

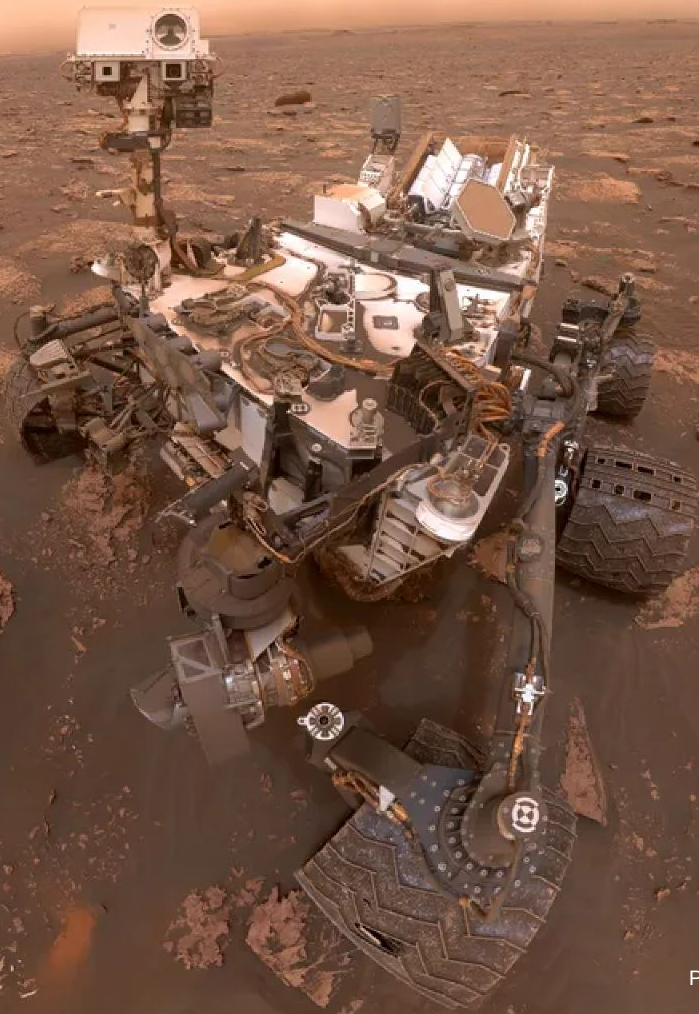
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Conway's Law

Applied



Conway's Law?



Picture credit: NASA/JPL-Caltech

REFRAMING UX IN COMPLEX ORGANIZATIONS

BMW MAKE COMPLEX ORGANIZATIONS MORE UNDERSTANDABLE, MANAGEABLE, AND CONNECTED?



MARIJKE MORRIS / BMW / 2025

REFRAMING UX IN COMPLEX ORGANIZATIONS

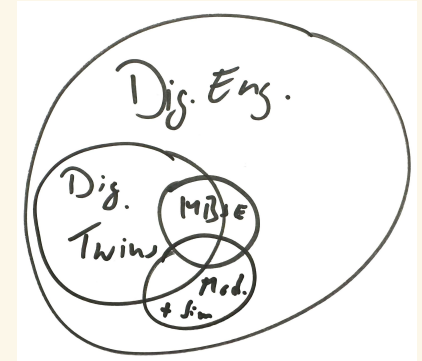
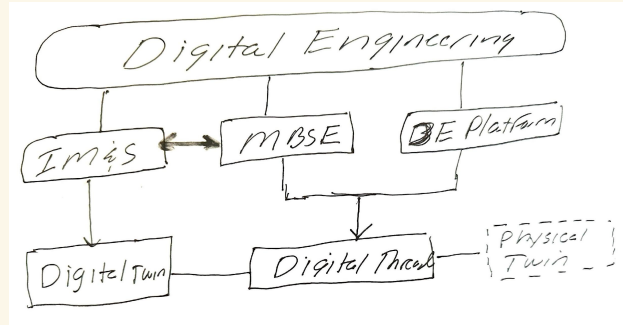
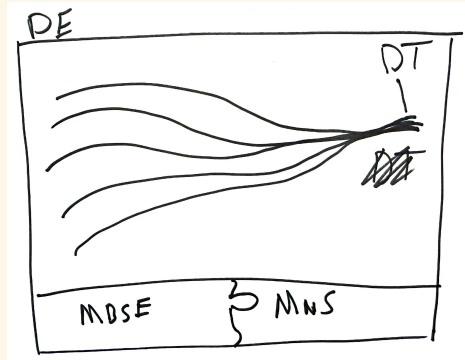


1. Workshop Facilitation

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- Terminology Alignment (S)
- Strategic Positioning (M)
- X-Org Roadmap Planning (L)

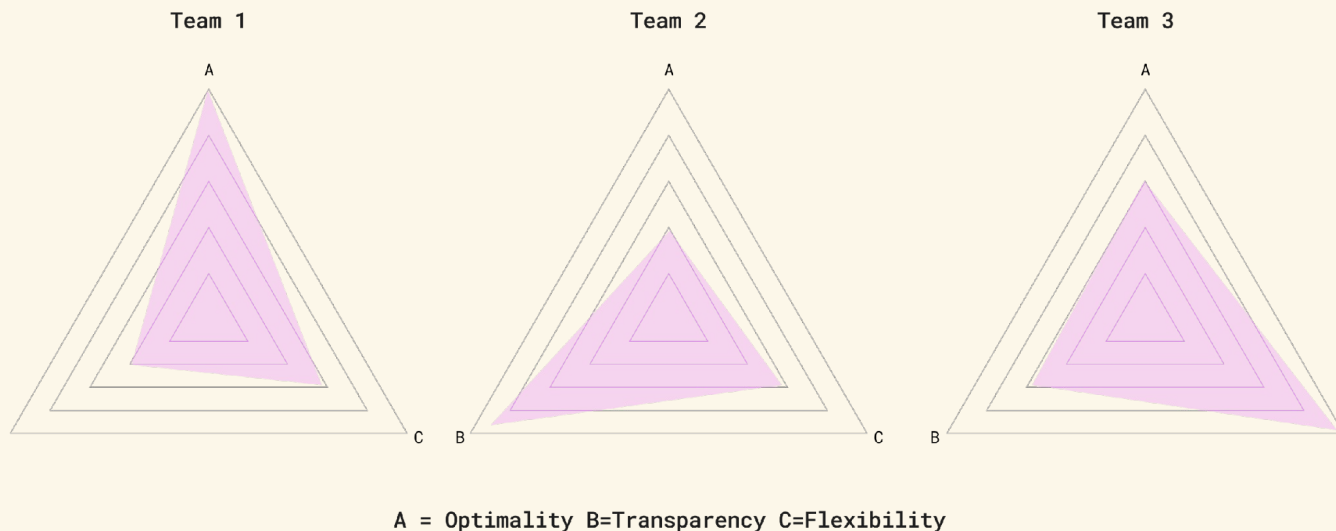
Terminology Alignment



2. System Mapping & Modeling

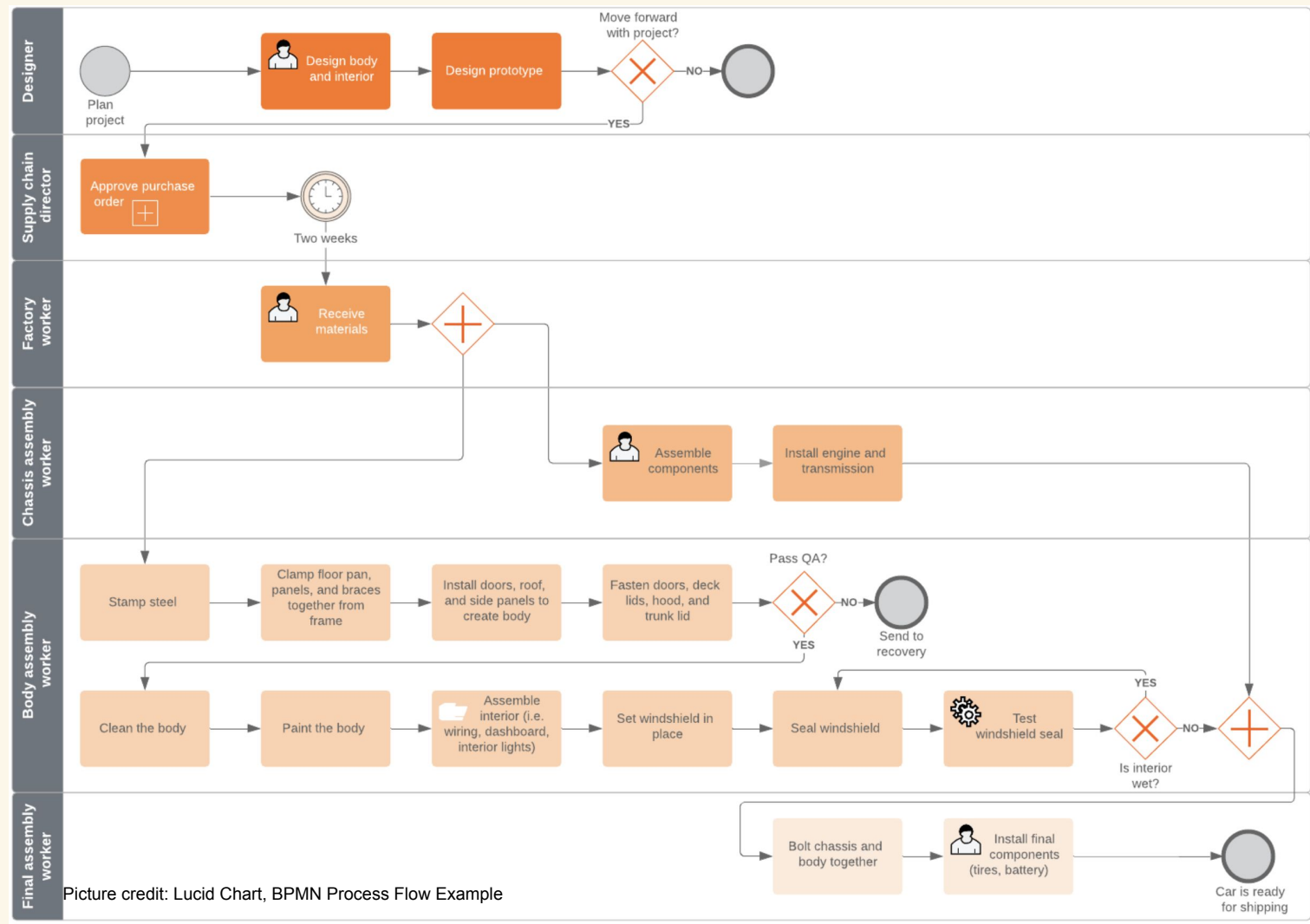
- Stakeholder Priorities x System Trades (S)
- X-Org Workflow experience map (M)
- X-Org Operational Workflows (L)

Stakeholder Priorities x System Trades



3. System Design

- X-Org Initiative Design (M)
- X-Org Operations Design (M-L)
- X-Org Digital Transformation (L)



Picture credit: Lucid Chart, BPMN Process Flow Example









4. Strategy & Leadership

- Design Principles (S)
- Lean UX Canvas (M)
- Business Model Canvas (L)

Lean UX & Business Model Canvas










Lean UX Canvas

Name: _____ Title: _____

Business Problem What business have you identified that needs help?  1	Solution Ideas List problem, feature, or enhancement ideas that help your target audience achieve the usability they're seeking.  5	Business Outcomes (Changes in customer behavior) What changes in customer behavior will indicate you have solved a real problem in a way that adds value to your customers?  2
Users & Customers What types of users will customer interact with those on staff?  3		User Benefits What do the people you serve want or trying to achieve? What is motivating them to seek out your solution? (e.g., 40 percent of my job can get done faster)  4
Solution Ideas Capture the assumptions that it is, it is. Enter the following template (optional) The feature that addresses usability will be achieved if you (users) (benefit) and (feature) Each hypothesis should focus on one feature.  6	What's the most important thing we need to learn first? List problem, feature, or enhancement ideas that help your target audience achieve the usability they're seeking.  7	What's the least amount of work we need to do to learn the next most important thing? Identify key types of experiments you can run to learn whether your current assumption is true or false.  3

Download this canvas at <http://getupheld.com/lean-ux-canvas>

Adapted from Jeff Patton's Opportunity Canvas. Download at: <http://jeffpatton.co.uk/opportunity-canvas>

Key Partners 	Key Activities 	Value Proposition 	Customer Relationships 	Customer Segments 
	Key Resources 		Channels 	
Cost Structure 			Revenue Streams 	

Look for Opportunities to Earn Trust

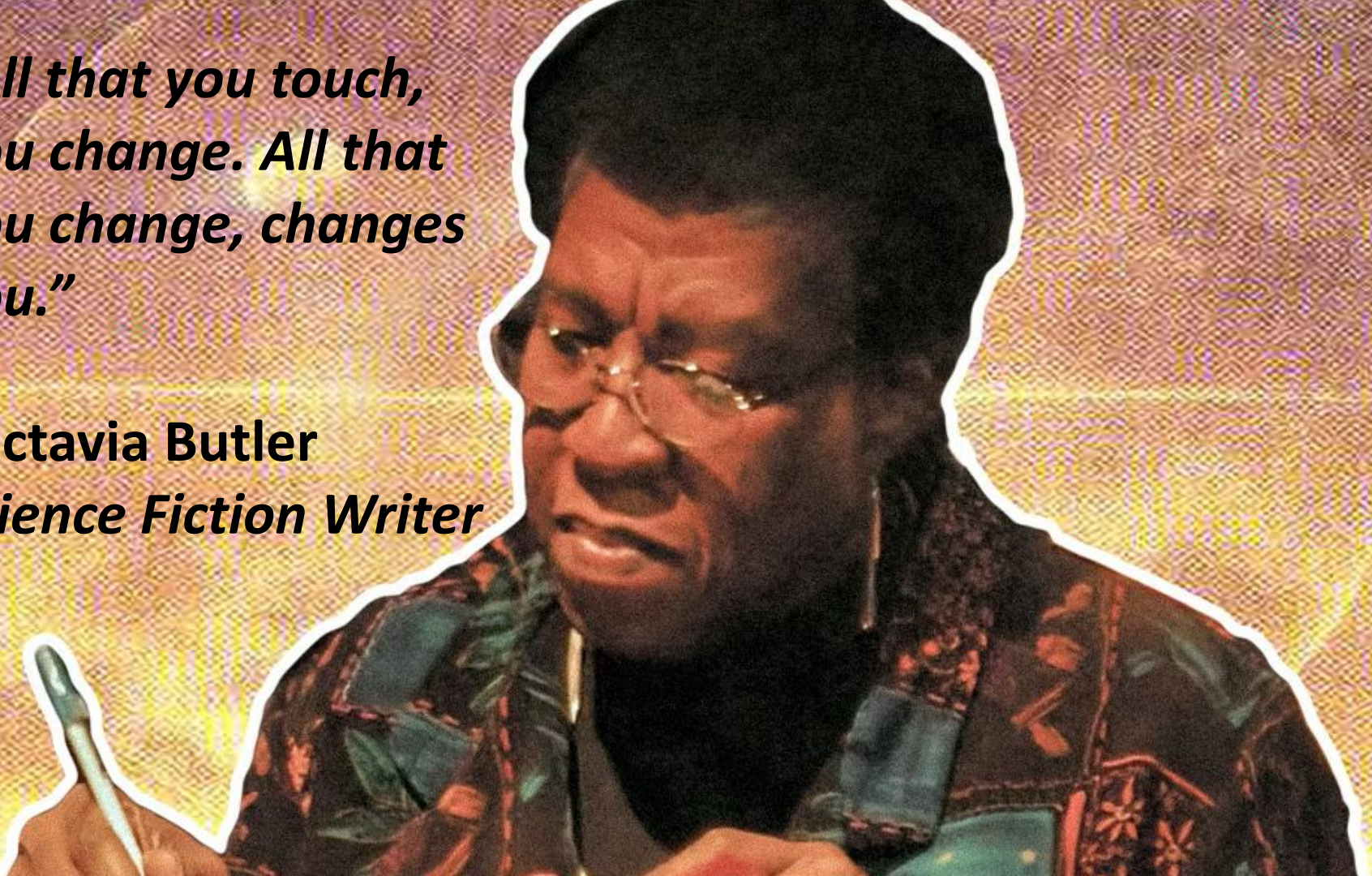


In Summary

1. Organizational complexity can have more impact on “user experience” than surface level interactions
2. Reframed UX tools can help to make organizations more understandable, manageable, and connected
3. Strategize opportunities to use small wins to build trust and move UX upstream

***“All that you touch,
you change. All that
you change, changes
you.”***

***-Octavia Butler
Science Fiction Writer***



Thank you!

