Never done:

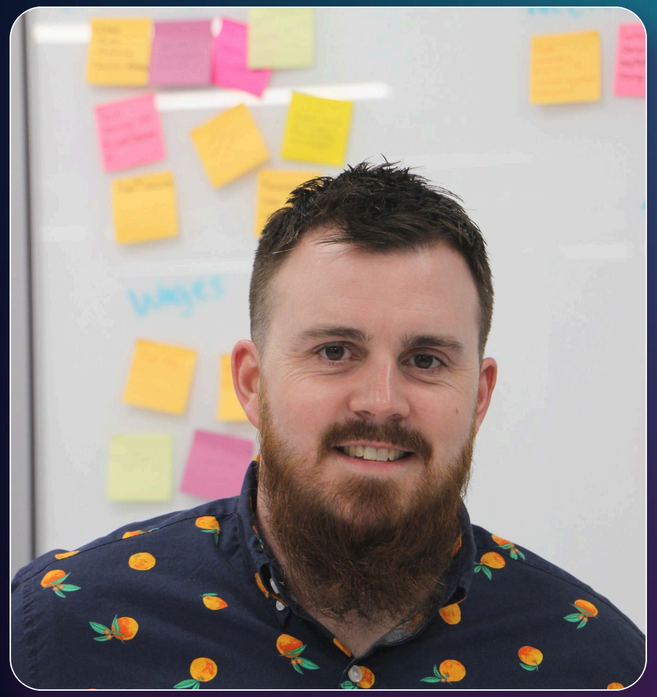
Evolving UX teams who earn influence



How do you go from this...



UX Director



UX Researcher



UX Designer

To this?



Over 8 years





Photo by Annie Spratt

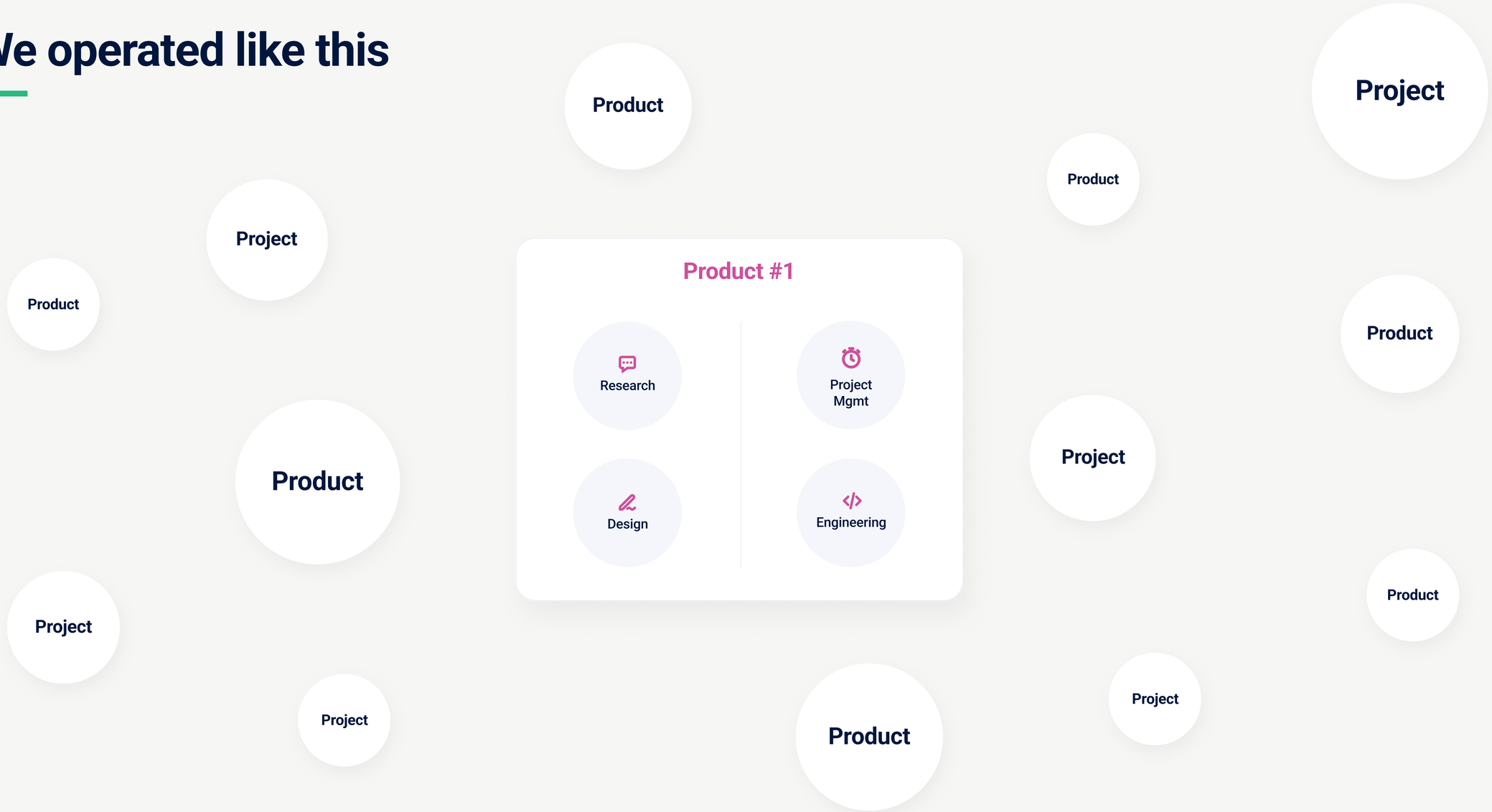


- Limited scope
- Limited influence
- Limited understanding



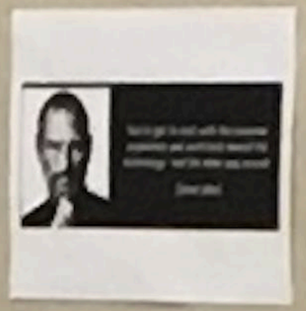
- You can redesign this one software and we'll figure out your next project later.
- You can work on 1 of our 20 software applications that desperately need UX support.
- You have to figure out how your iterative UX processes will fit with our immature agile practice.

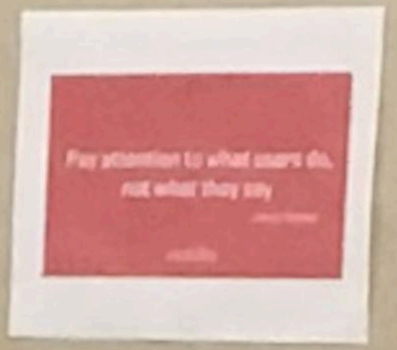
We operated like this



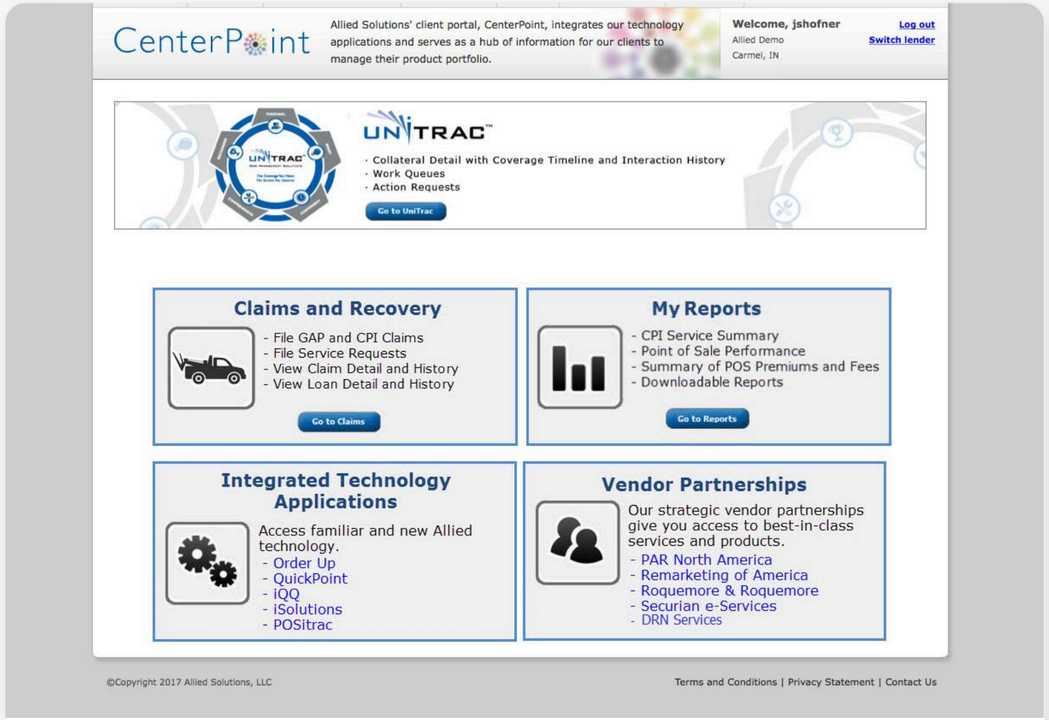

DESIGN
WORKS


DESIGN
WORKS

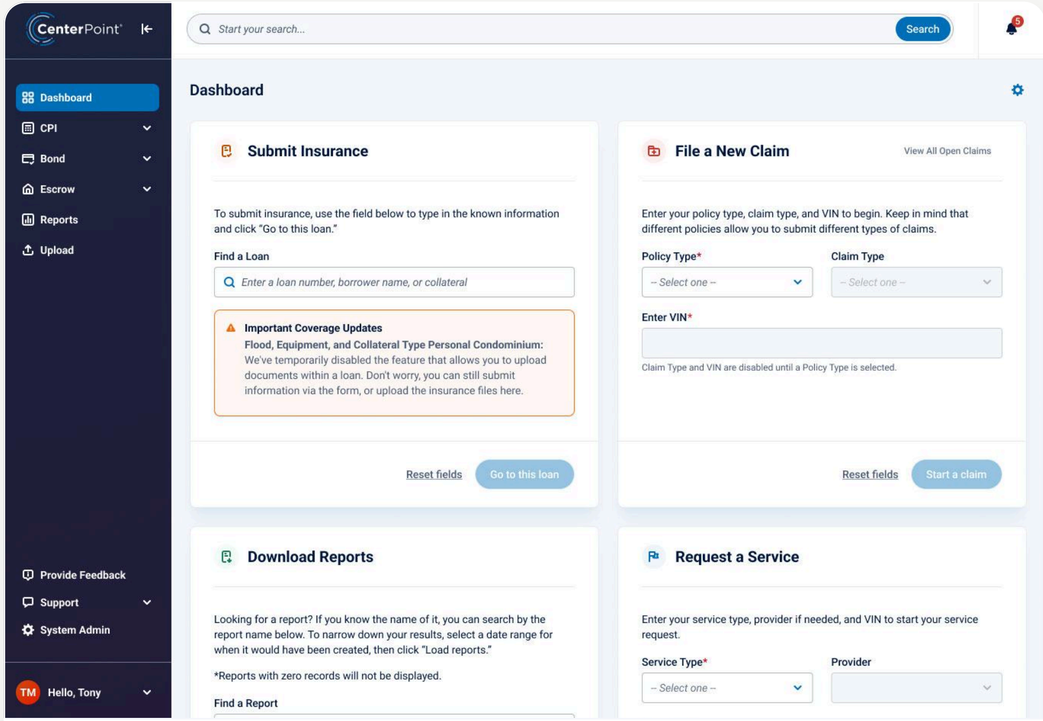



Pay attention to what users do,
not what they say

We took on big challenges, relying on our skills to speak for themselves.

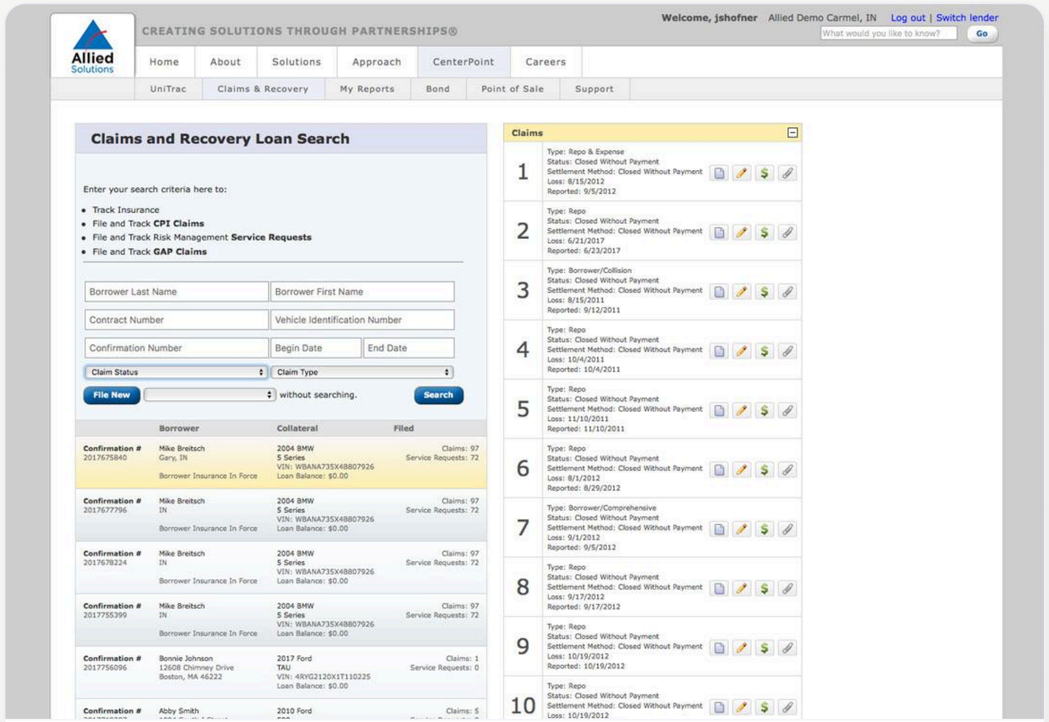


Before

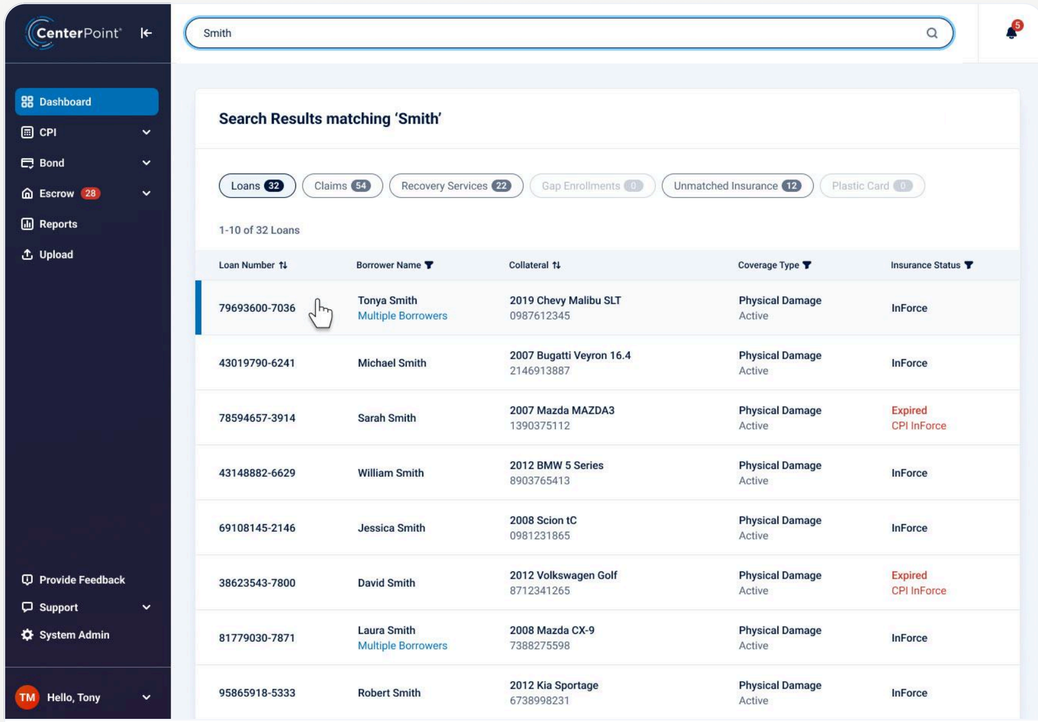


After

We made meaningful progress for our users.

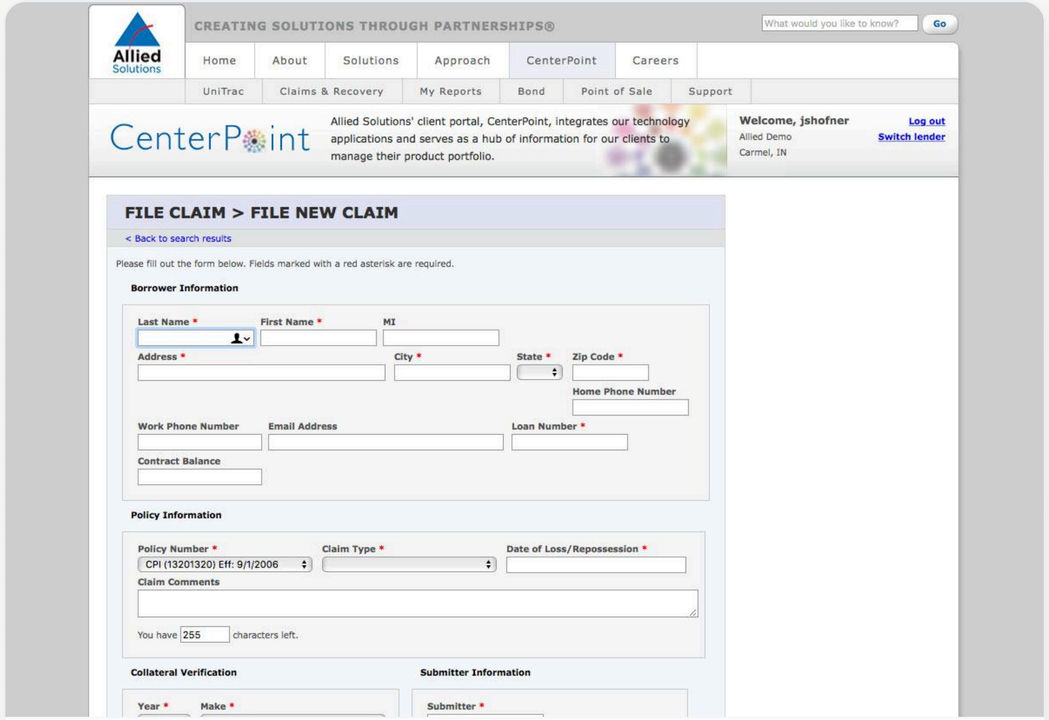


Before

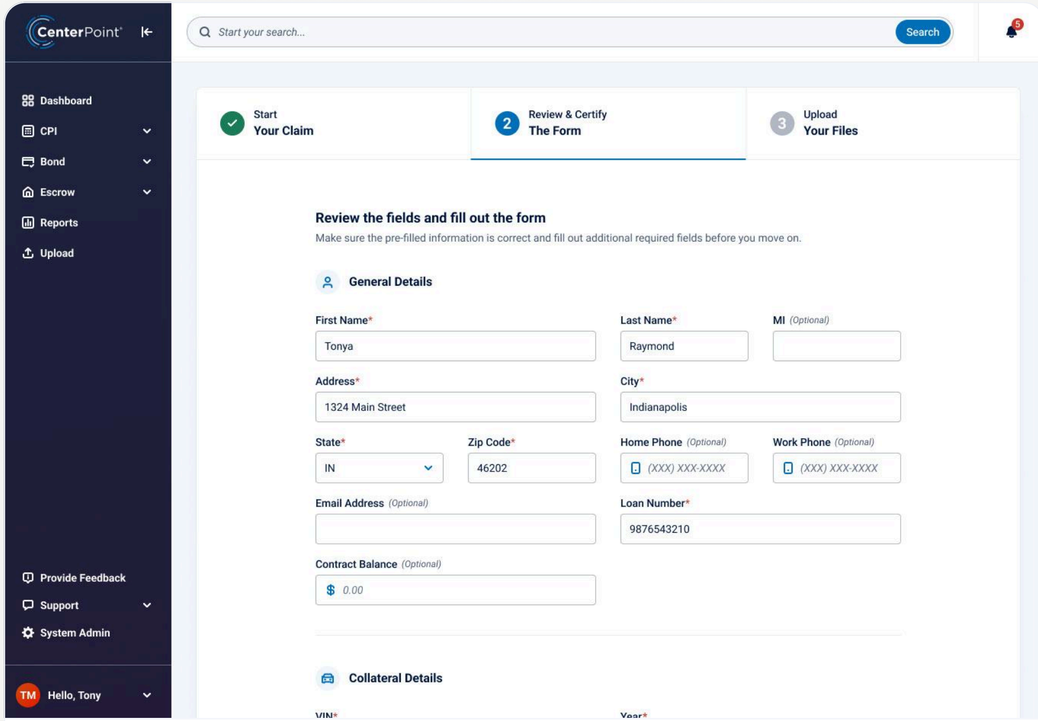


After

And we made the case for UX as a discipline



Before



After

When you deliver results, people start to talk.

“And this is the new UX team. They make things look pretty.”

– Literally everyone for the first 4 years



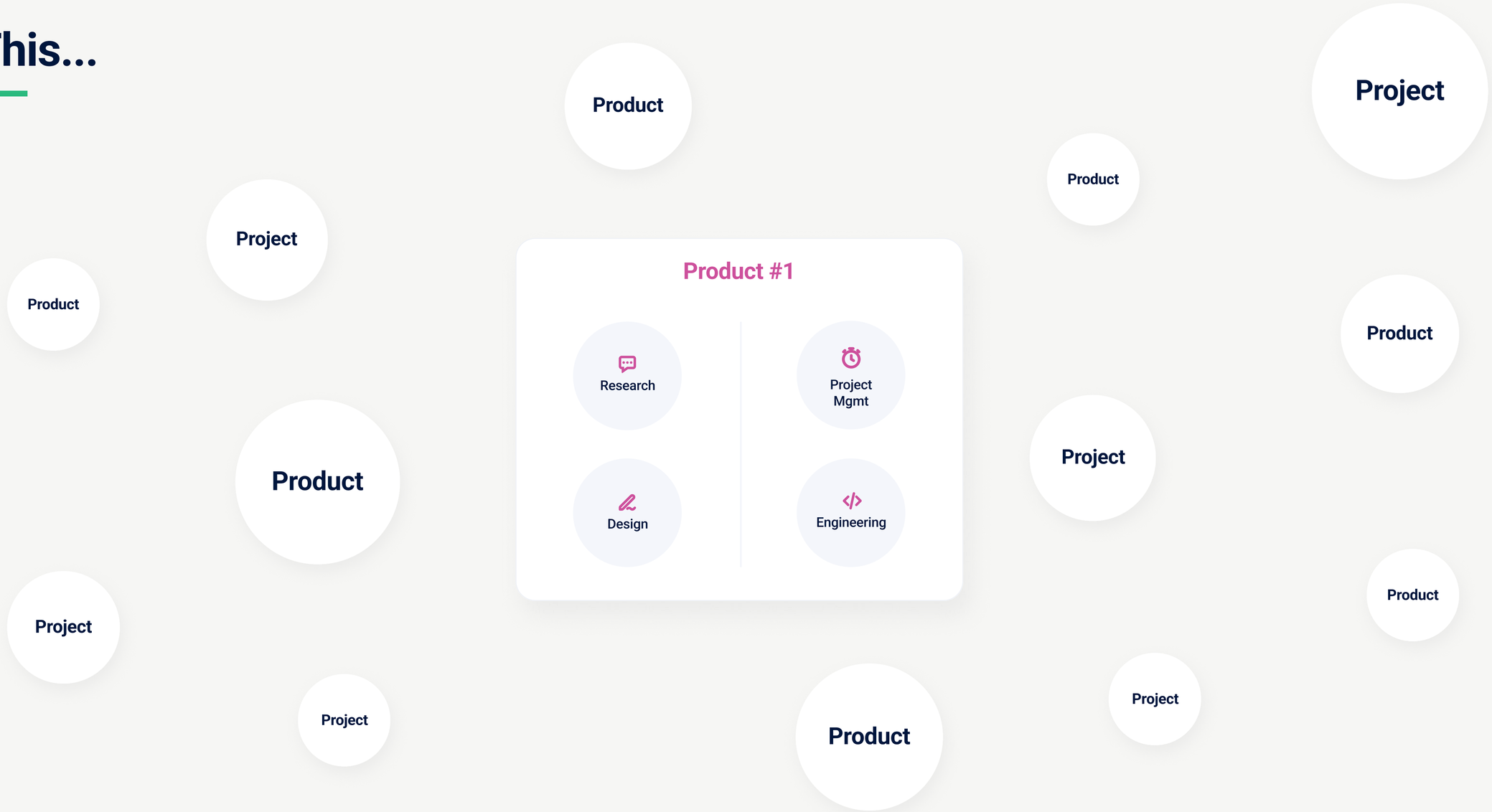
Sometimes you are the Product.

Pretty soon, we found ourselves in a different situation.



Photo by Melanie Klepper

This...


Product
Project
Product
Project
Product
Product #1
Research
Project Mgmt
Design
Engineering
Project
Product
Project
Product
Project
Product
Project
Product

Started to feel like this





We do this with software.

Why not with teams?

Credit: Nielsen Norman Group

01

Maximize your potential using a growth mindset.

- Always be improving.
- Remember that learning isn’t an achievement or a single event.
- Create a culture of continuous learning and improvement.

“I love to travel, but I hate to arrive.”

– Albert Einstein

We laid out our core values.

Core values

These are our deeply held beliefs.

We create best-in-class experiences by living these principles every day.



We value outcomes over outputs.



We are collaborators, advocates, and advisors–not order takers.



We believe not all problems are worth solving, but those that are should be solved well.



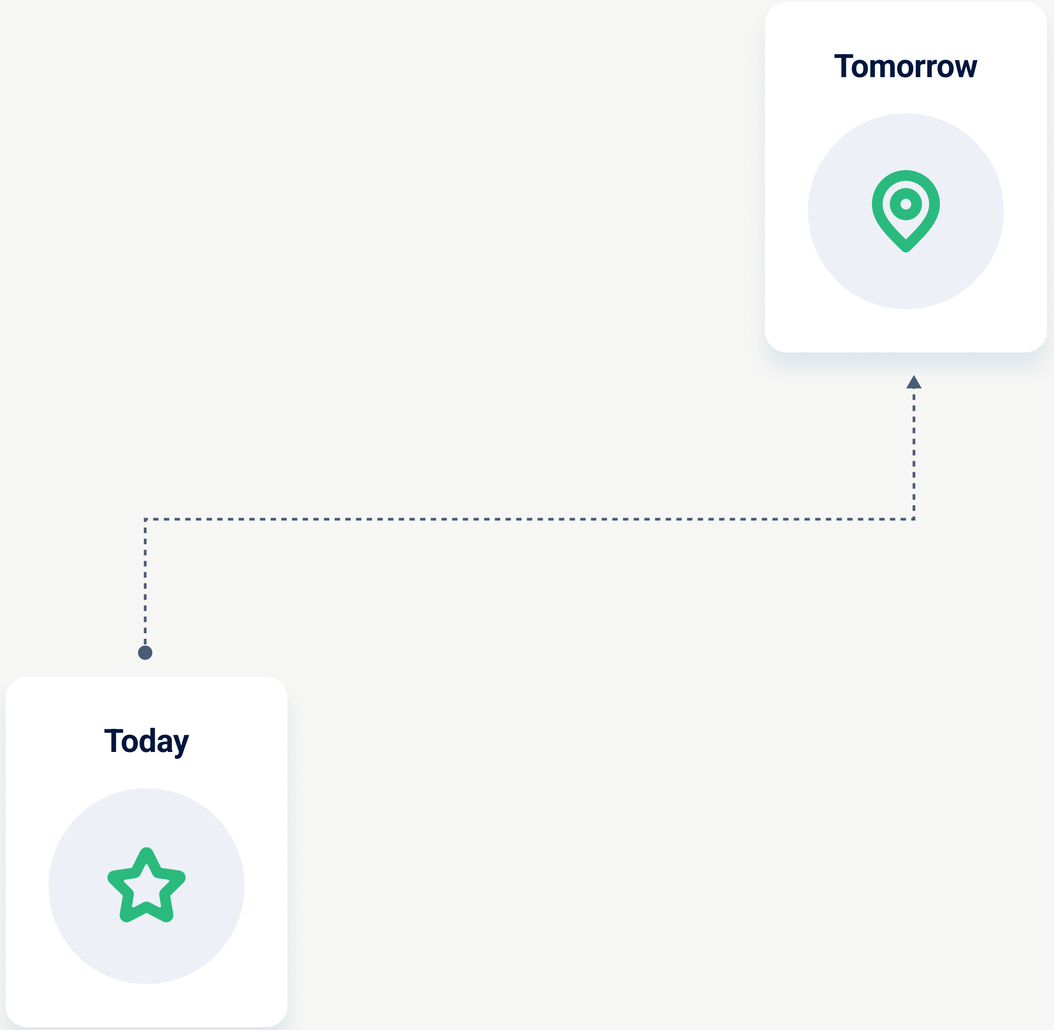
We seek the best for the most for the least.

We created a vision.

What is a Vision?

A vision is our North star, steering everyone aboard in the same direction.

- A good vision is easy to understand
- A good vision is unifying
- A good vision is actionable





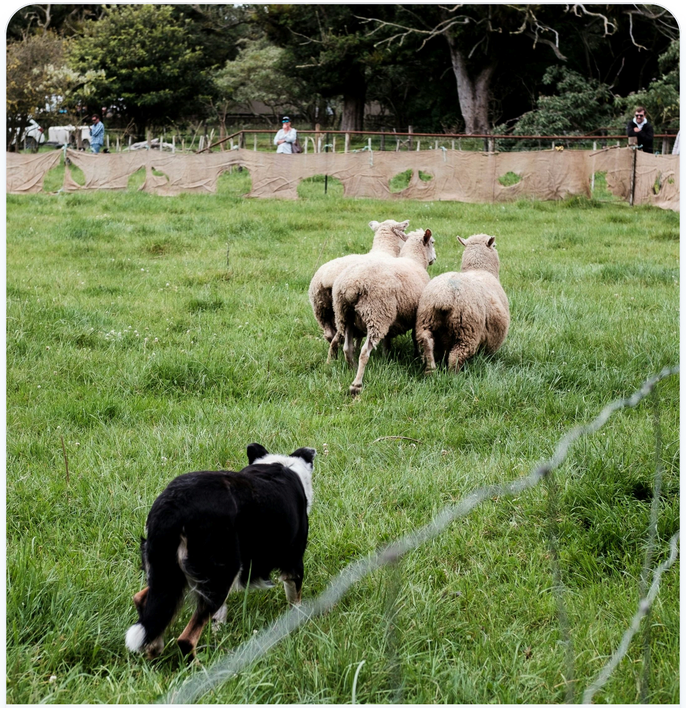
UXLab vision

The UXLab passionately pursues innovation in FinTech and InsurTech, crafting best-in-class, delightful experiences. We set the bar. We embrace a growth mindset, aiming our sights at increasing revenue and decreasing costs by implementing inclusive, user-centered design concepts.

A good vision can help:



Make decisions.



Manage stakeholders.



Set boundaries.

Photos by Nik // Alexis B. // Naomi August

We created an identity.

UXLab

Department of Allied Solutions

UX Research

UX Design

UX Engineering

We created a culture.

How do you create a growth mindset culture?

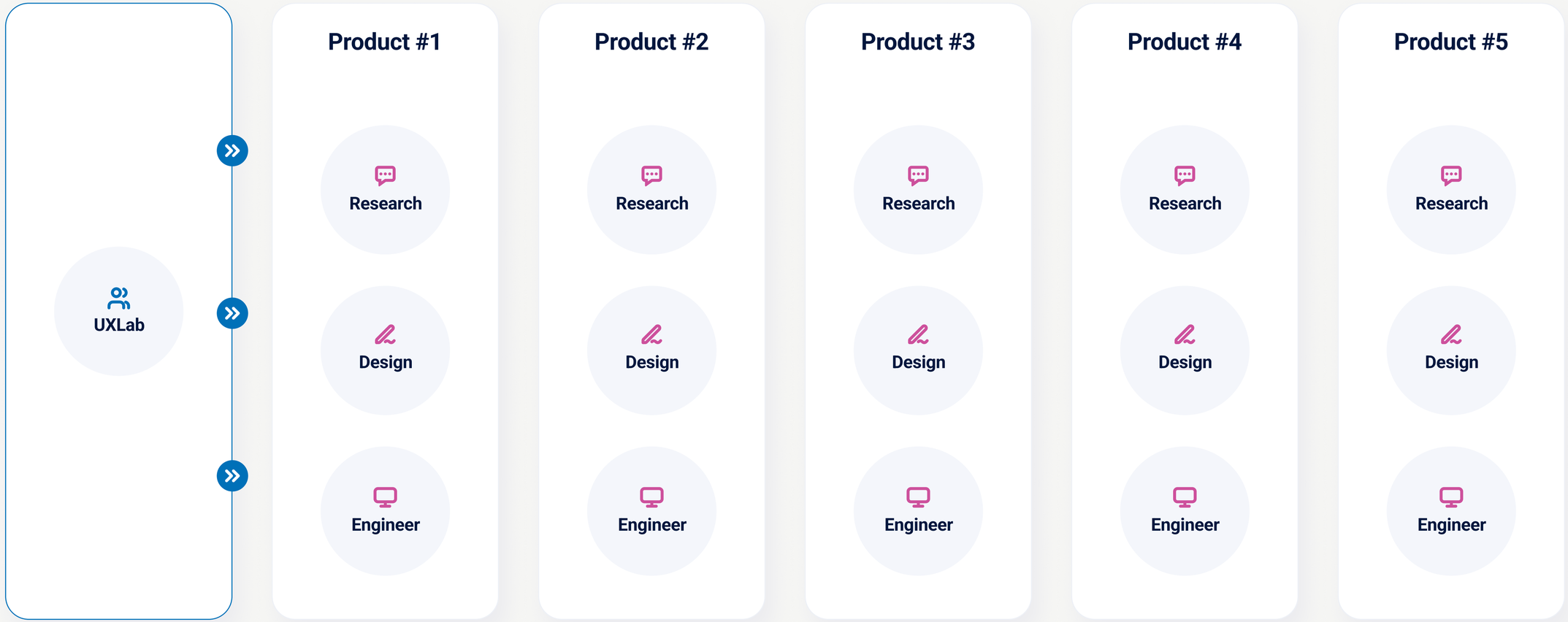
- Talk about learning openly
- Set goals, not requirements
- Document progress
- Encourage sharing across roles
- Create space for vulnerability
- Set the tone on Day 1

With an identity and a vision, we continued to gain organizational support.

We were able to leave this feeling behind



Slowly, but methodically, we embedded ourselves into software product teams



Our space got a few upgrades.











You earn the right to evolve.

02

Demonstrate value by speaking like the business.

- How does your team increase revenue?
- How do they reduce costs?
- How does Design create a quantifiable competitive advantage?

Remember this?

We value outcomes over outputs.

Deliverables

Number of screens designed

Number of sprint goals achieved

Number of features released

Number of research initiatives completed

Number of users observed

Demonstrations of value

Reduction in onboarding and training time

Increase in sales volume

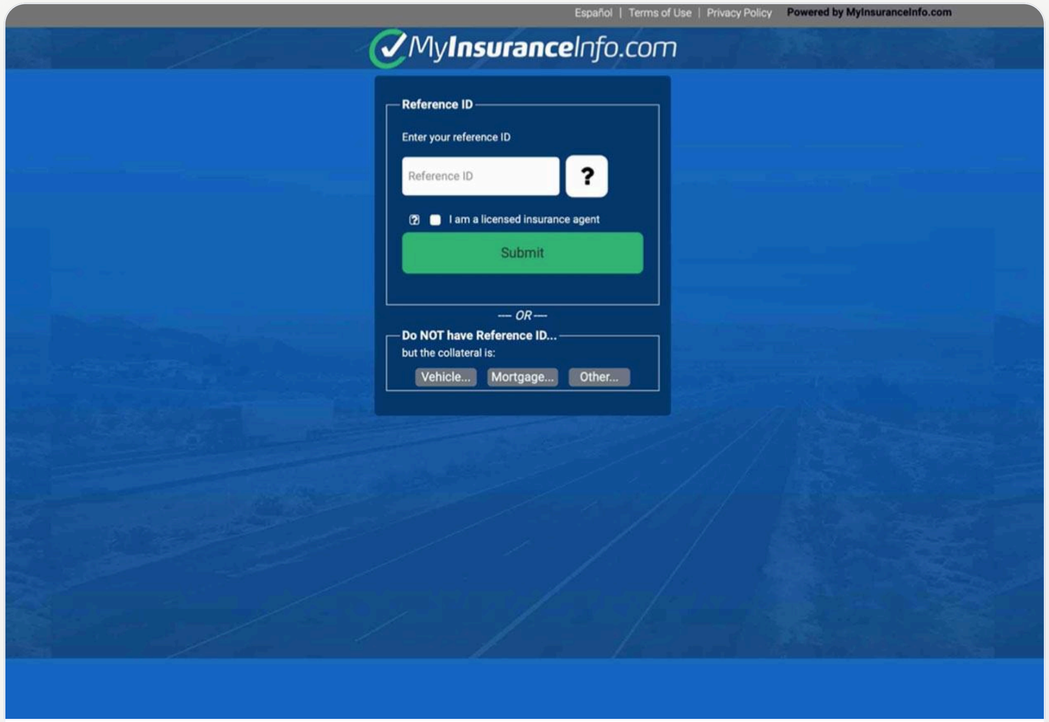
Increase in close rate

Reduction in contact center phone call volume

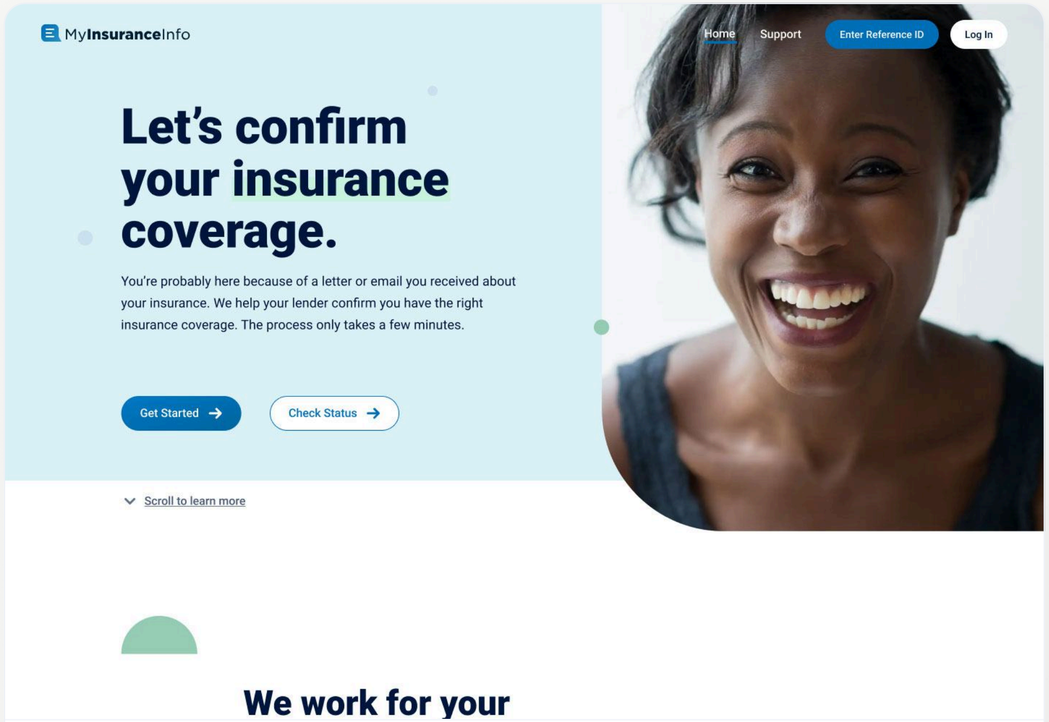
Reduction in time on task

We created case studies.

MyInsuranceInfo.com: Landing page



Before



After

Before

54%

Conversion Rate

After

78%

Conversion Rate

GOAL 1

Increase successful submissions by 6%

24%

Actual increase in successful submissions

GOAL 2

Reduce call center volume

5K

$325k potential annual savings at $5.43 per phone call

GOAL 2

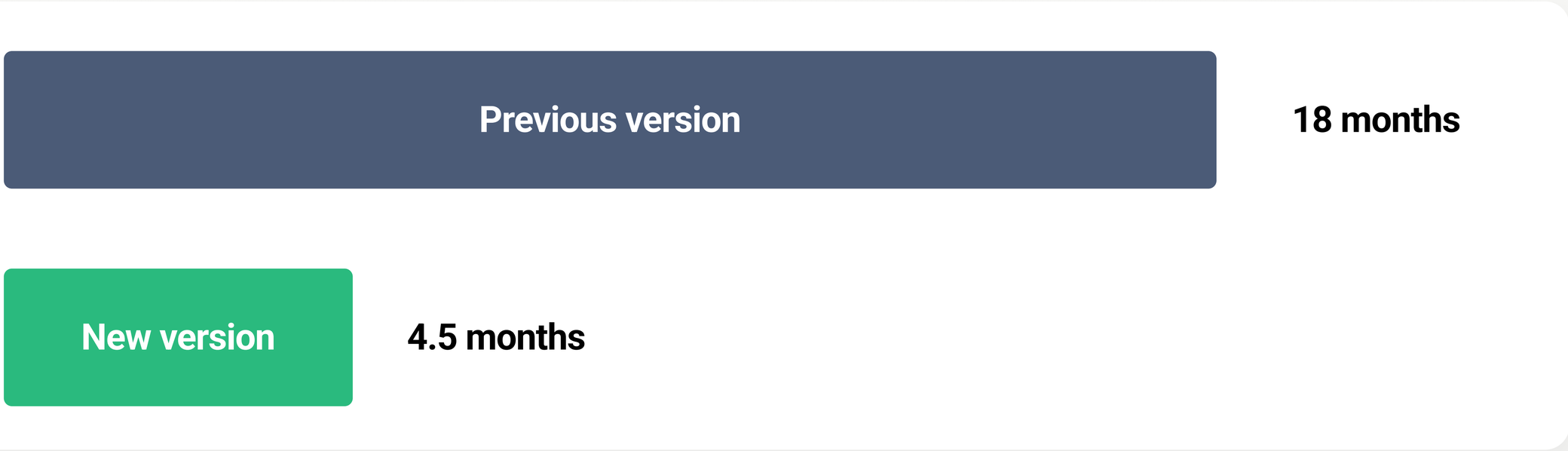
Reduce call center volume

17k

$1.1 million projected annual savings

GOAL 3

Increase speed-to-market

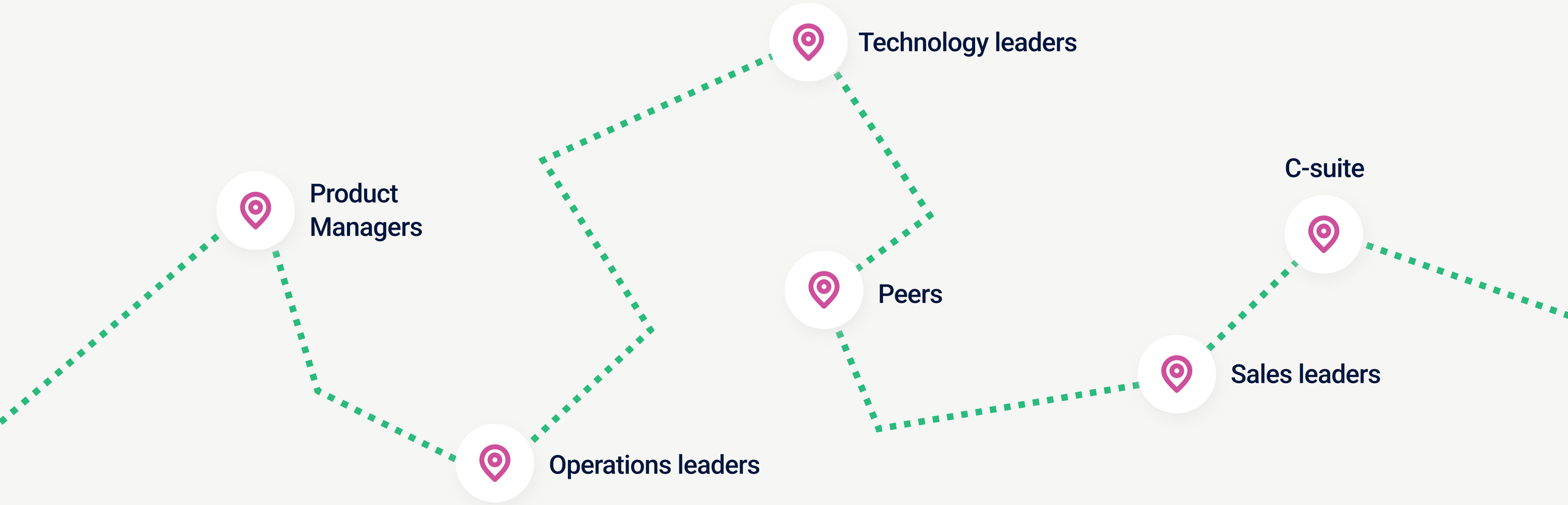




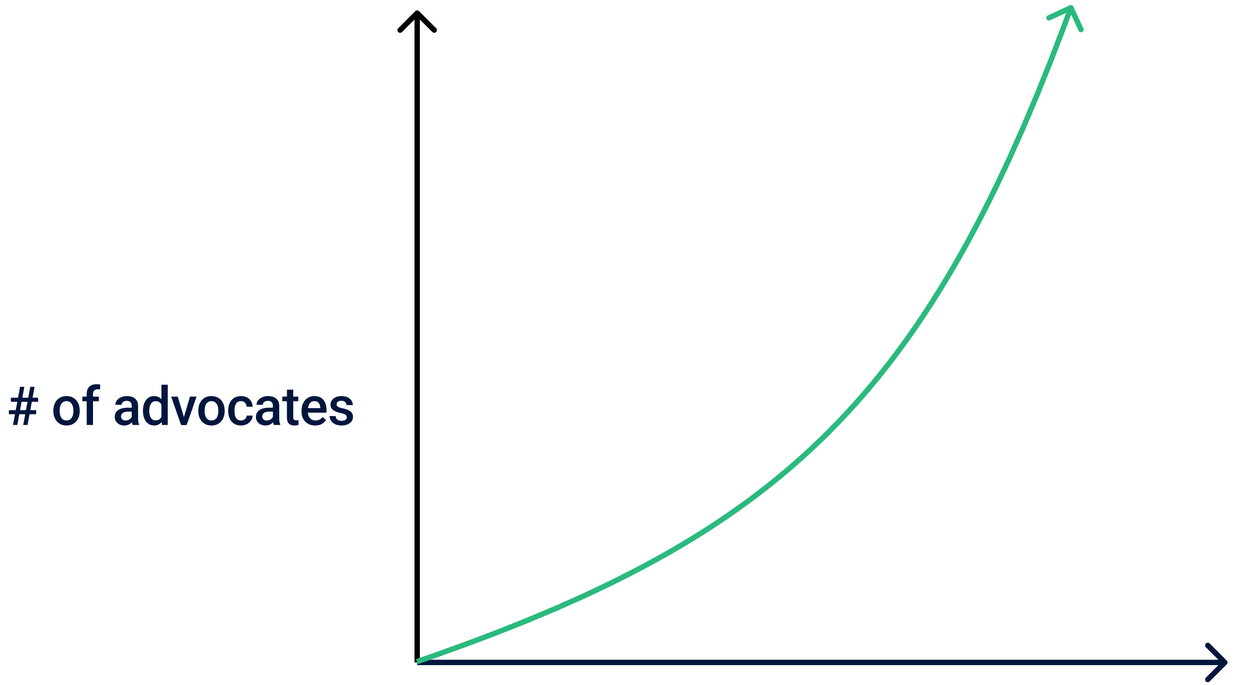
Build trust by caring what others care about.

We created advocates.

UX road shows



Over-simplified graph:



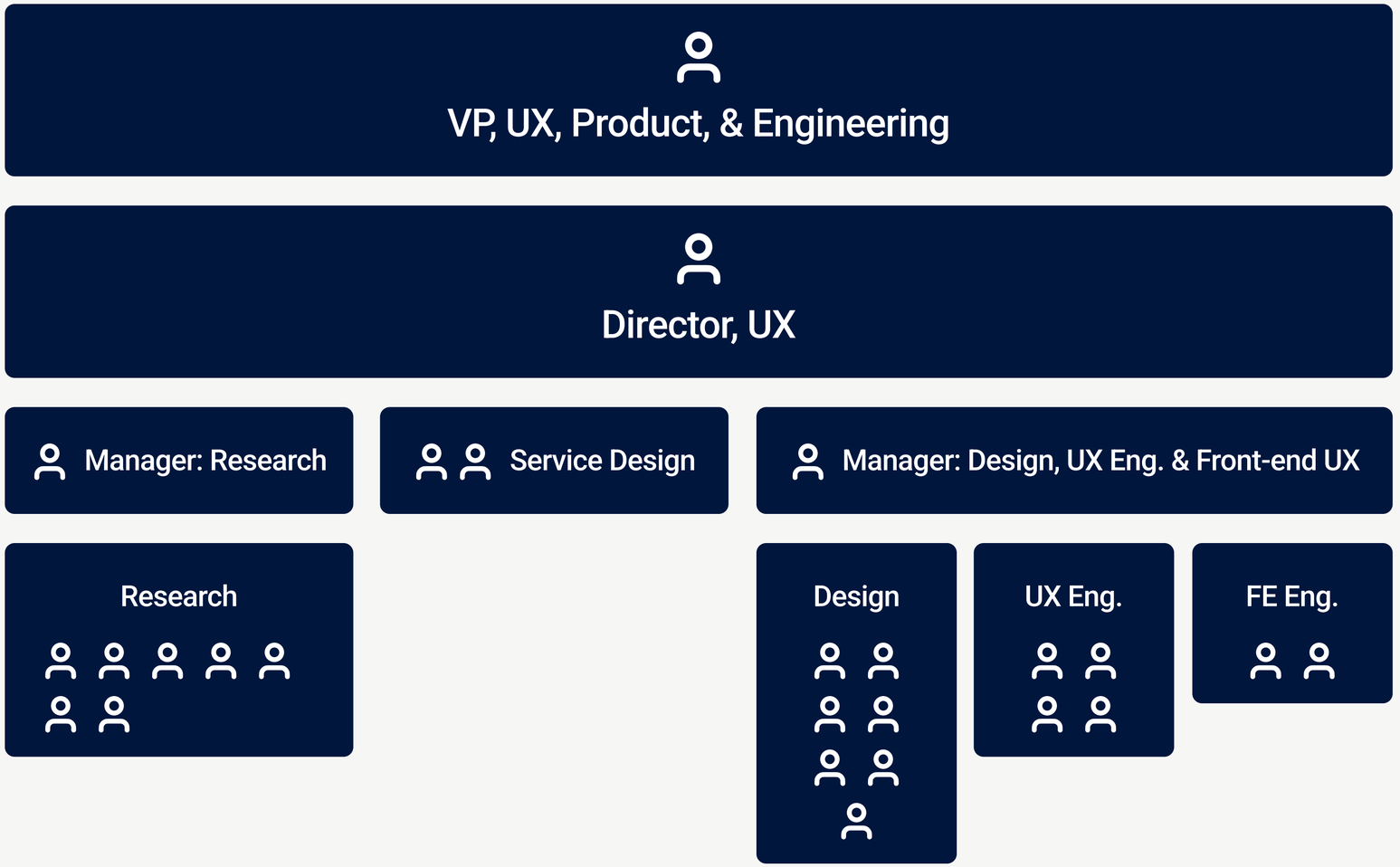
Day 1

Director

Researcher

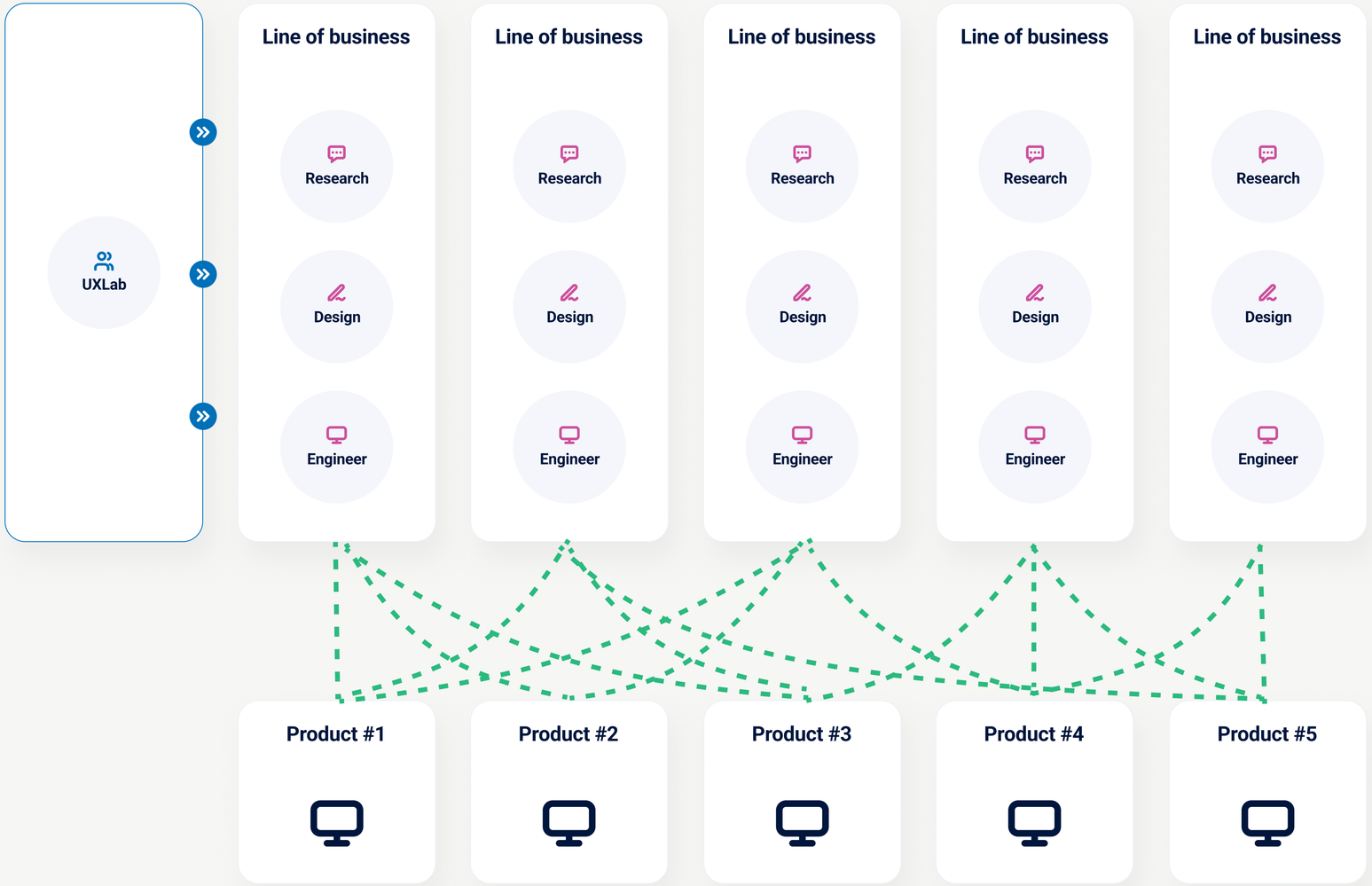
Designer

Today



We’re still evolving…

We’re realigning teams around business value streams



We believe we'll be successful because we have a solid foundation.

And if we’re not successful, we’ll iterate again.



Prioritize the conditions for learning & growth.

03

Vision before structure, adaptability before velocity, safety before scale

- How does your team want to effect change in the next 5 years?
- Does your team feel safe asking questions about the business?
- Are you built for agility and influence, or only for speed?

Growth isn’t a project.
It’s a practice.

Every team represented in this room is mid-evolution.

Is your team designed to evolve as fast as your business is changing?

Thank You