

**Product
effectiveness is
ridiculously low**



Microsoft, 2009

33%

Booking.com, 2012

10%

Bing, 2014

15%

Netflix, 2020

10%

Google Ads, 2020

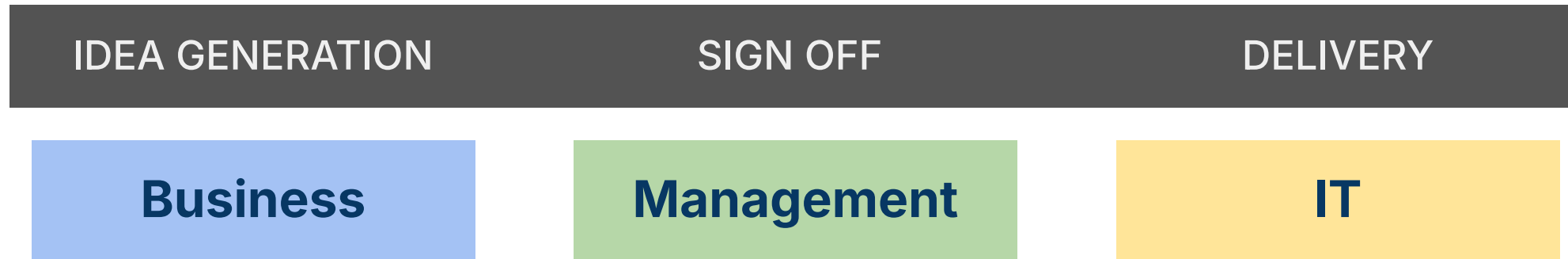
10%

Airbnb, 2022

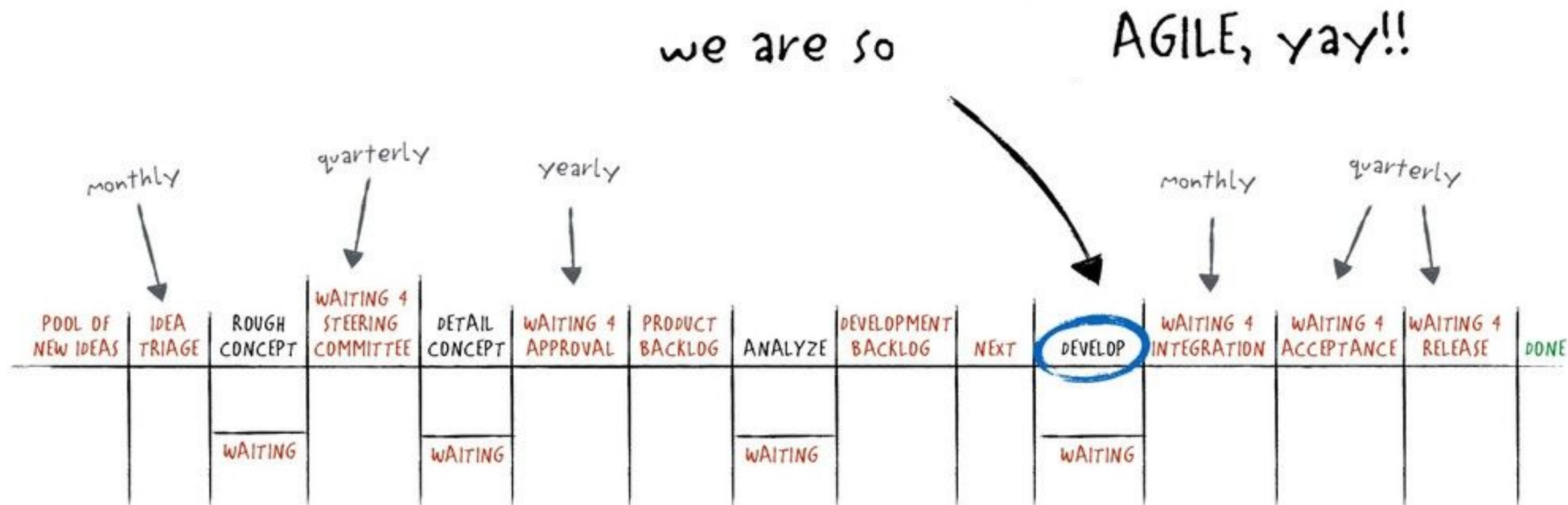
8%

**Our processes
are the
problem**

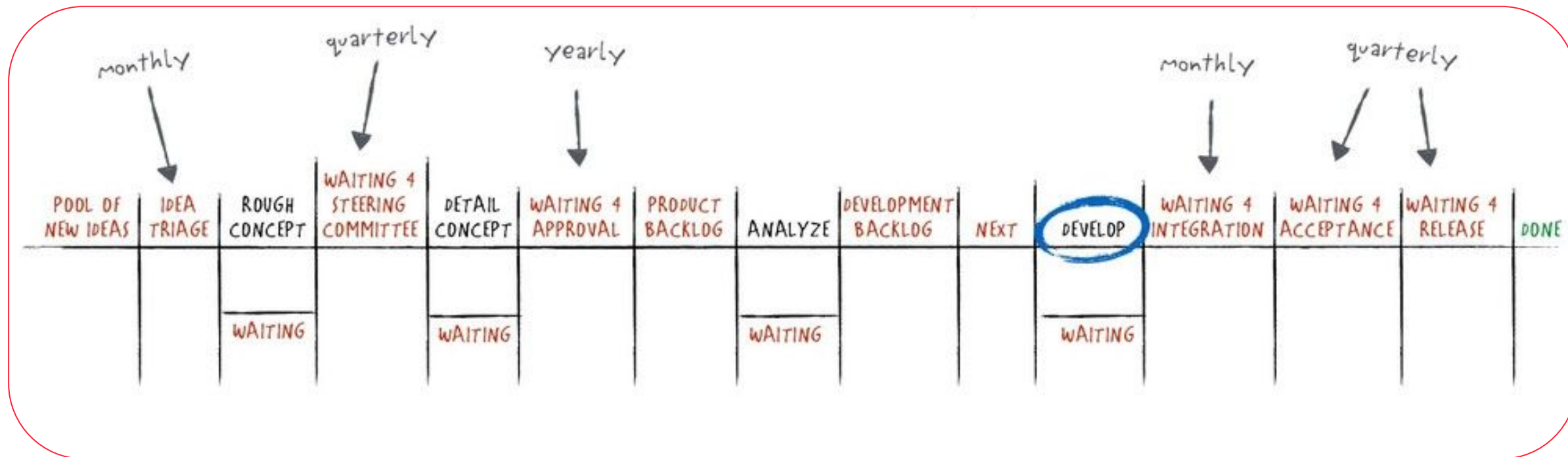
We lock in solutions before we have validated them



*Are we
on-time and
on-budget?*

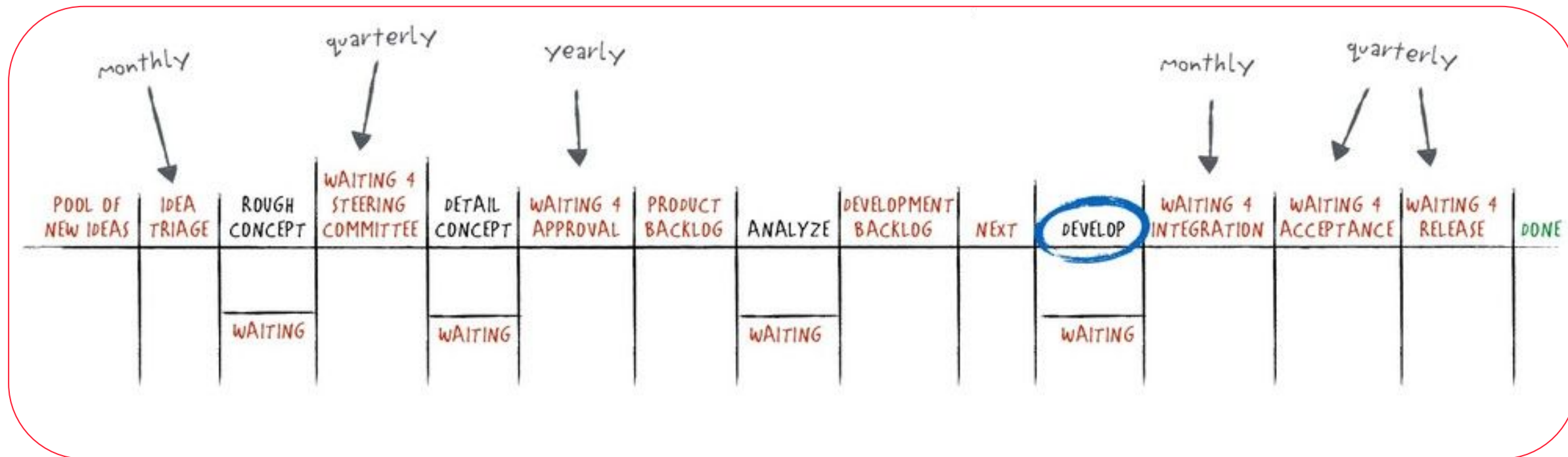


This is our process



We need to make this quick and iterative

Research, design and dev roles overlap



Research

Design
Solutions

Develop
Solutions

Cross-functional conference for cross-functional teams

Learn how others are working closer together and improve your t-shaped skills



Product Managers



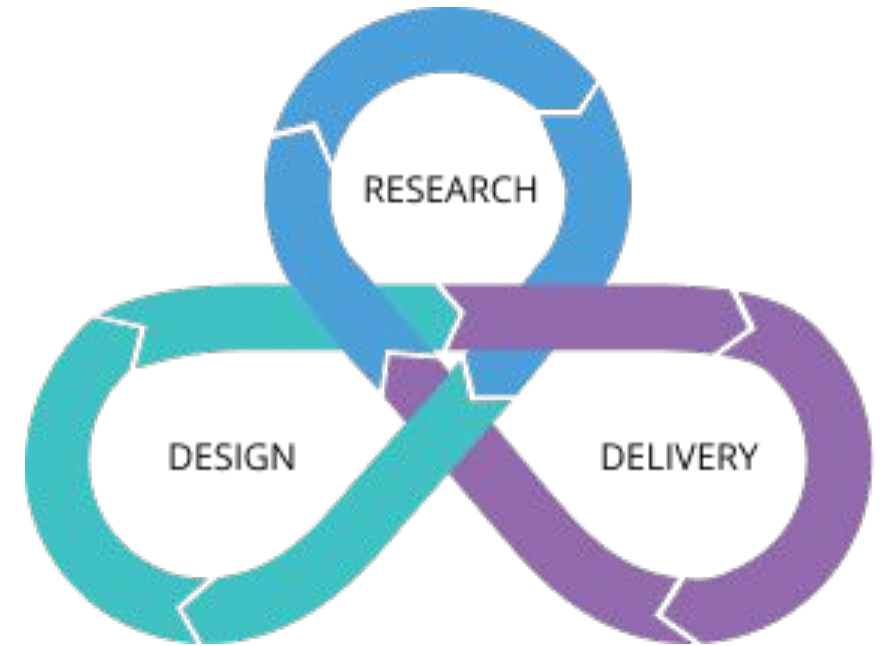
UX Researchers



Designers



Developers



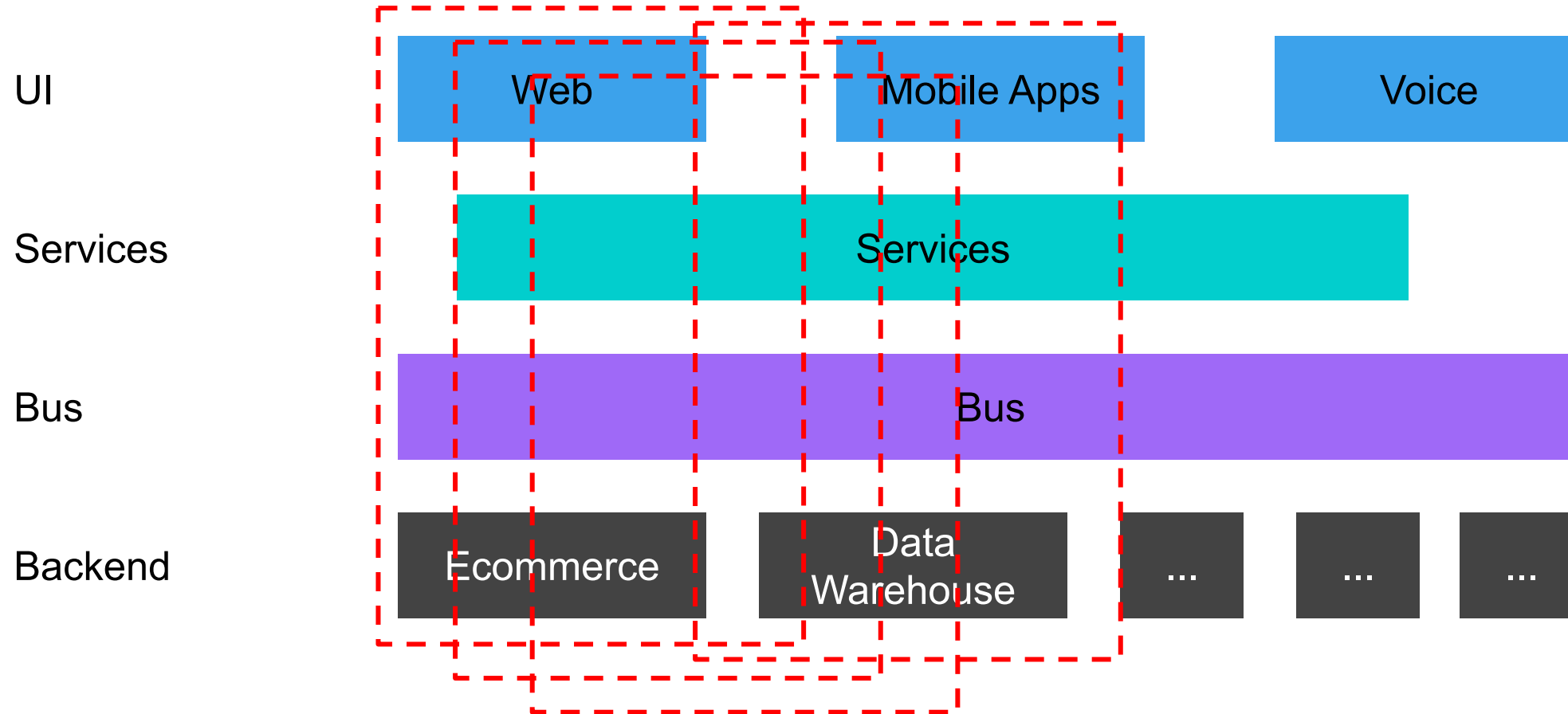
A diverse group of business professionals are gathered around a table in a modern office, celebrating enthusiastically. An older woman with short grey hair and glasses, wearing a white shirt, is smiling broadly and holding a tablet. Behind her, a woman with long dark hair and glasses is laughing with her head tilted back and one arm raised. Next to her, a man with short brown hair and a beard, wearing a blue suit, is also laughing. To his right, a woman with curly dark hair is smiling, and a man with short dark hair and glasses, wearing a grey suit, is laughing heartily. The background shows large windows and office furniture.

Everyone's onboard!

So why isn't change happening?

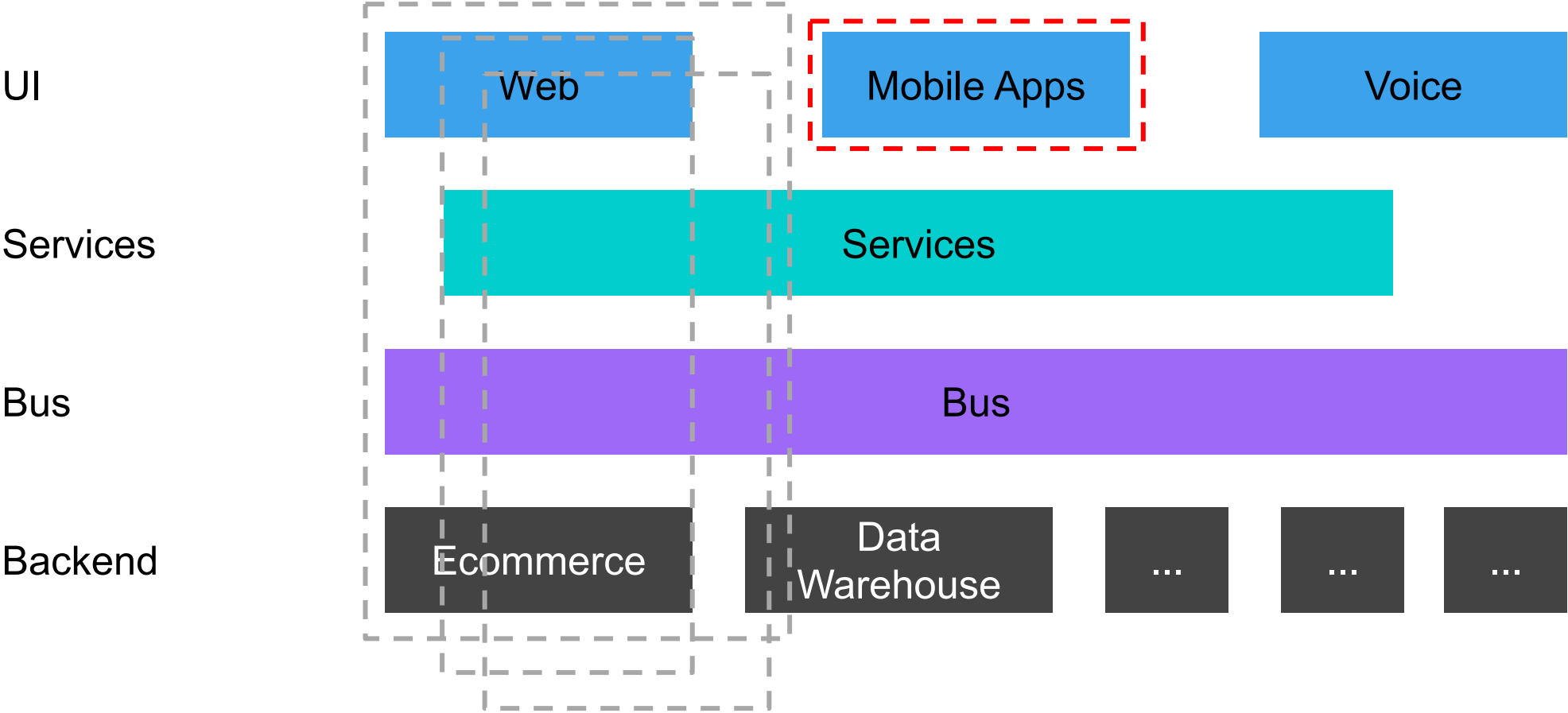
Everything was a project

And we kept getting blocked and delayed



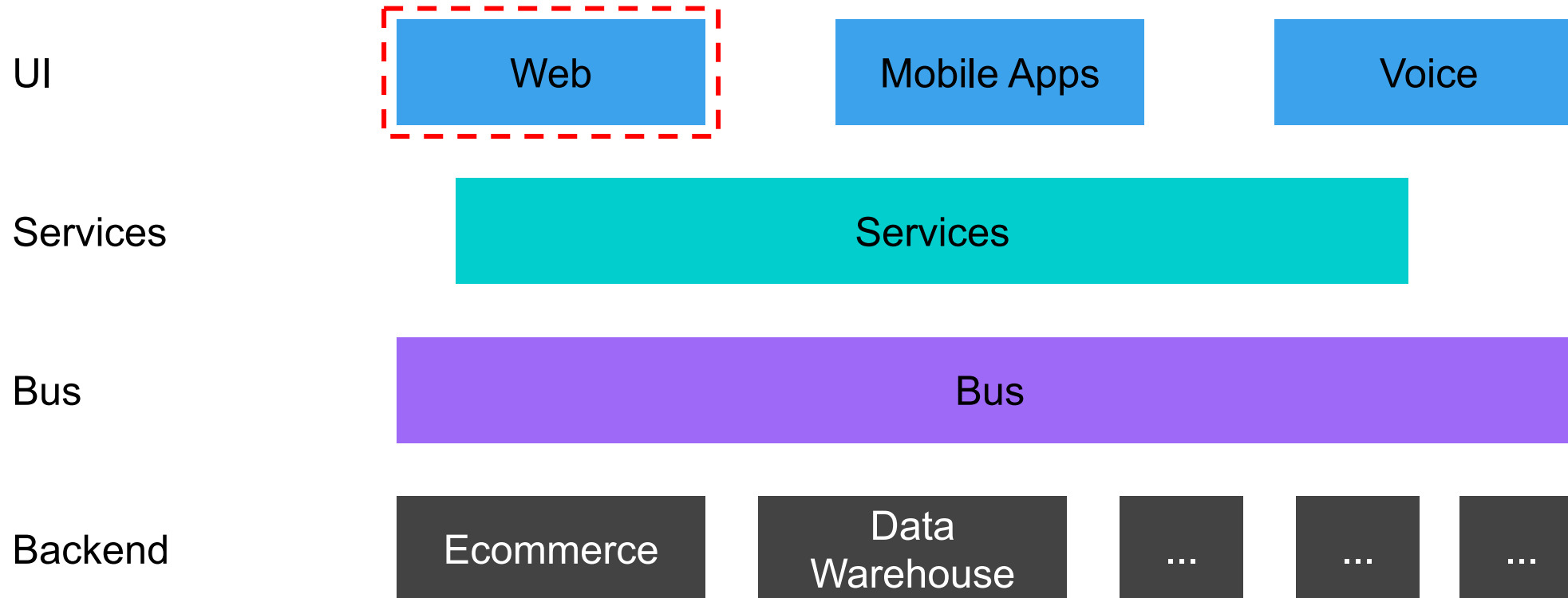
We created our first product

Customer satisfaction ↑ Time to delivery ↓ (by 30%)



We brought together all of the functional managers

Everyone agreed - let's split out web*



* Splitting by tech stack is not great long term, but a good start.

The value is
right there!

Who could be
against this?



Great - when should we start?

“We just need to get this project finished first”

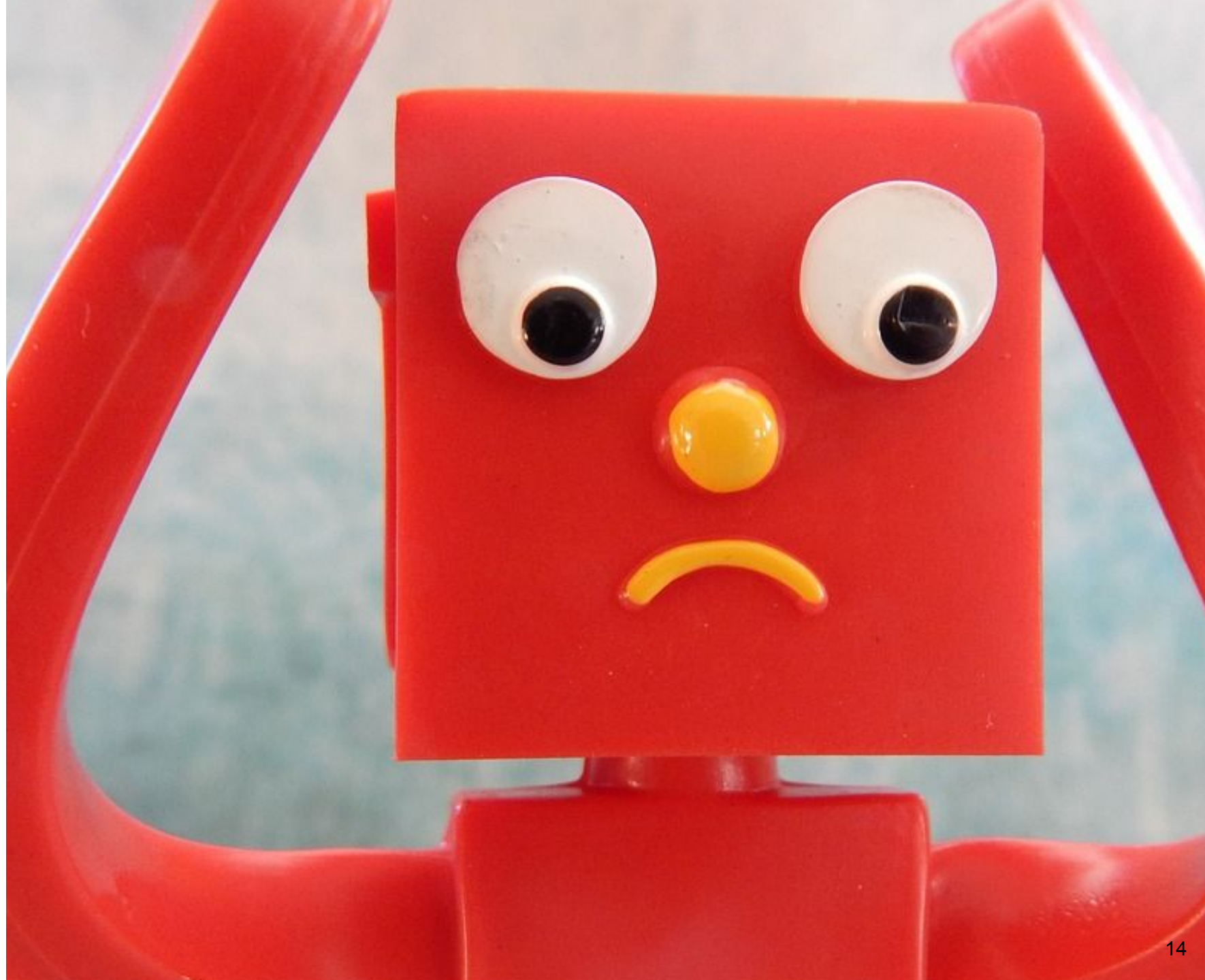
“Let’s put together a business case to implement the change”

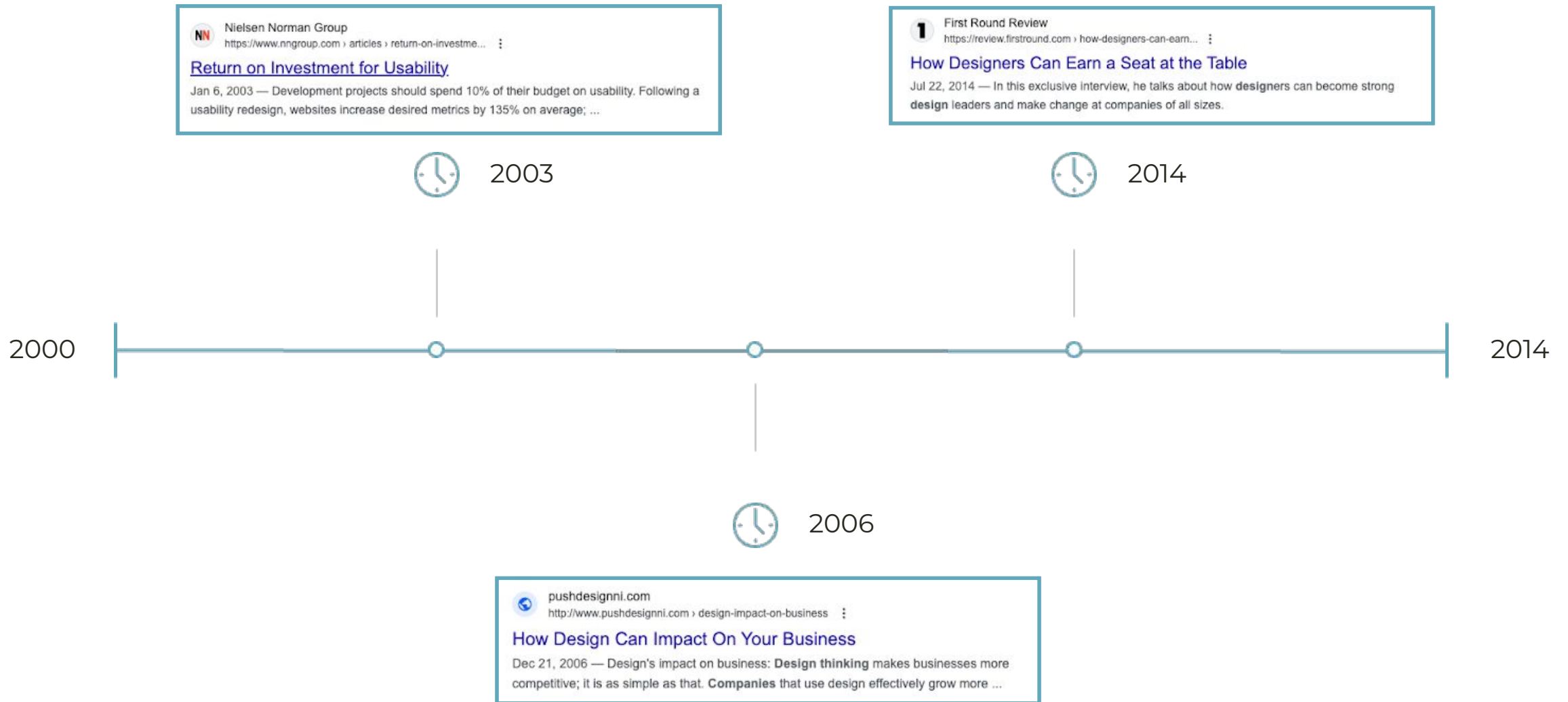
“Now is not the right time!”

“Let’s park that for now - we’ll come back to it”

They just don't get it

We need to convince them
of the value of
[Design|UX|Discovery|DevOps]





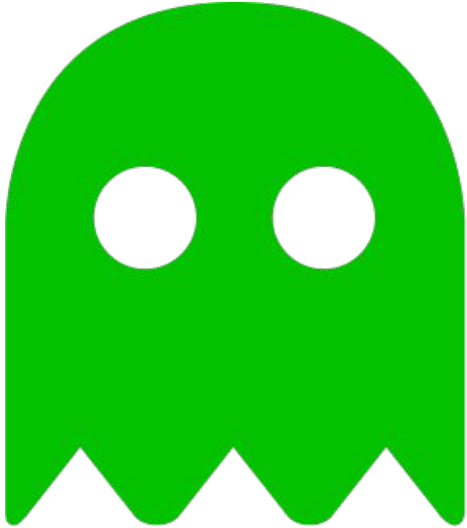
What is the definition of insanity?



Why is
this happening?

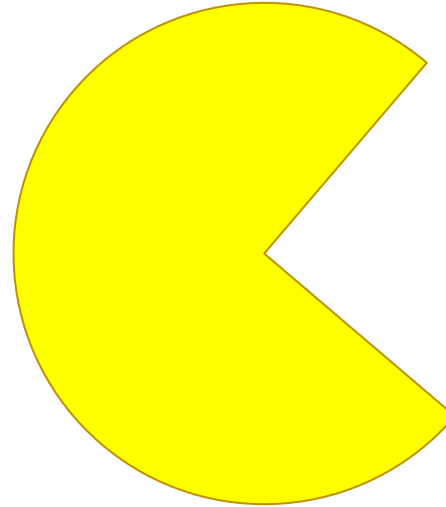
Challenge 1

Does your boss
(really) care?

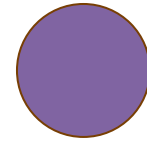


KPI's

Predictability
Utilisation of Resources

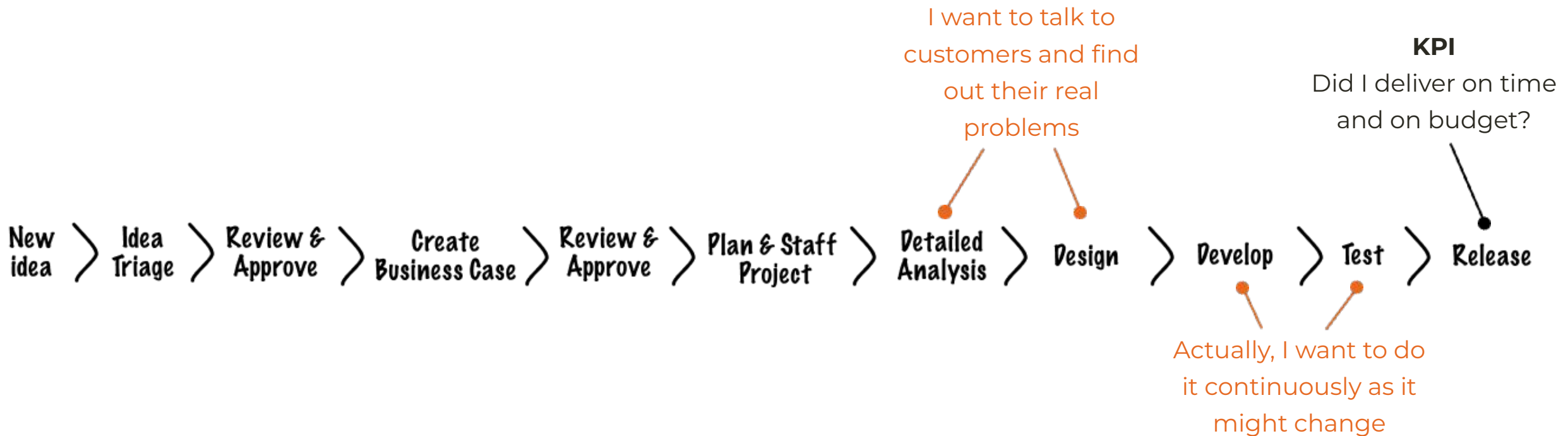


Culture



Strategy

There is a name for that - scope creep



“It is difficult to get a man to understand something, when his salary depends on his not understanding it.”



Upton Sinclair

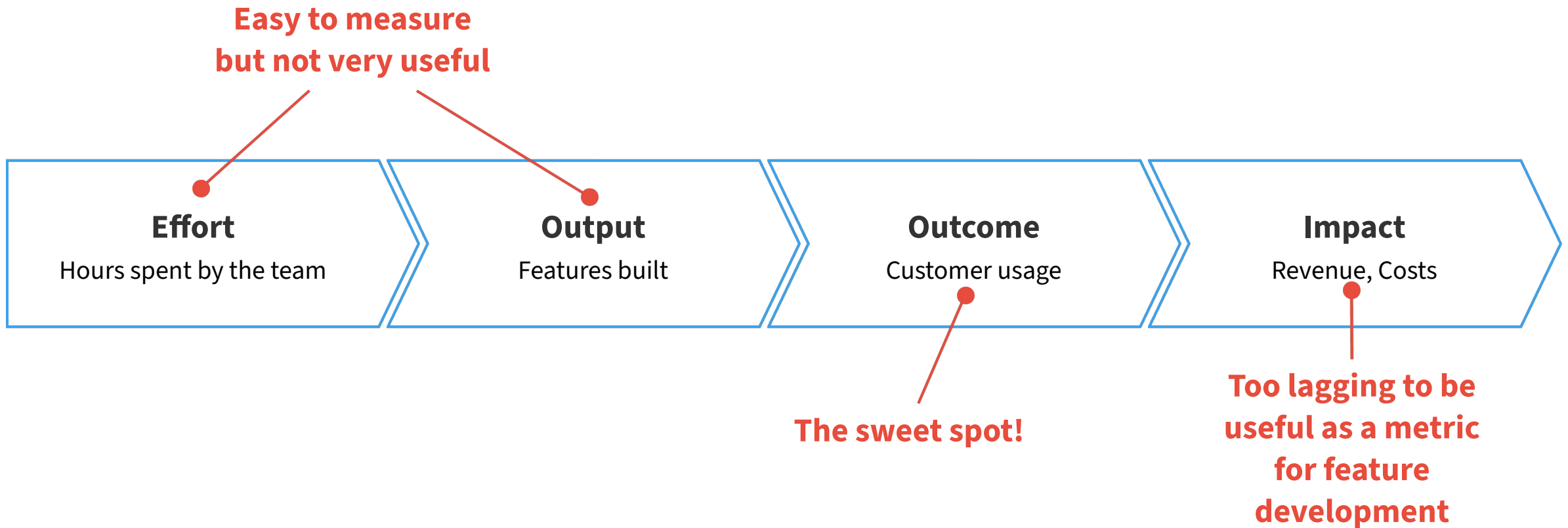
Lesson 1

You have to start with KPIs



**Revenue isn't
a good KPI**

Different types of metrics



The background of the slide is a photograph of a modern, open-plan office. Several people are seated at long, light-colored wooden desks, working on laptops. The office has a high ceiling with exposed ductwork and modern lighting fixtures. Large windows on the left side provide natural light. The overall atmosphere is professional and collaborative.

This is not easy!

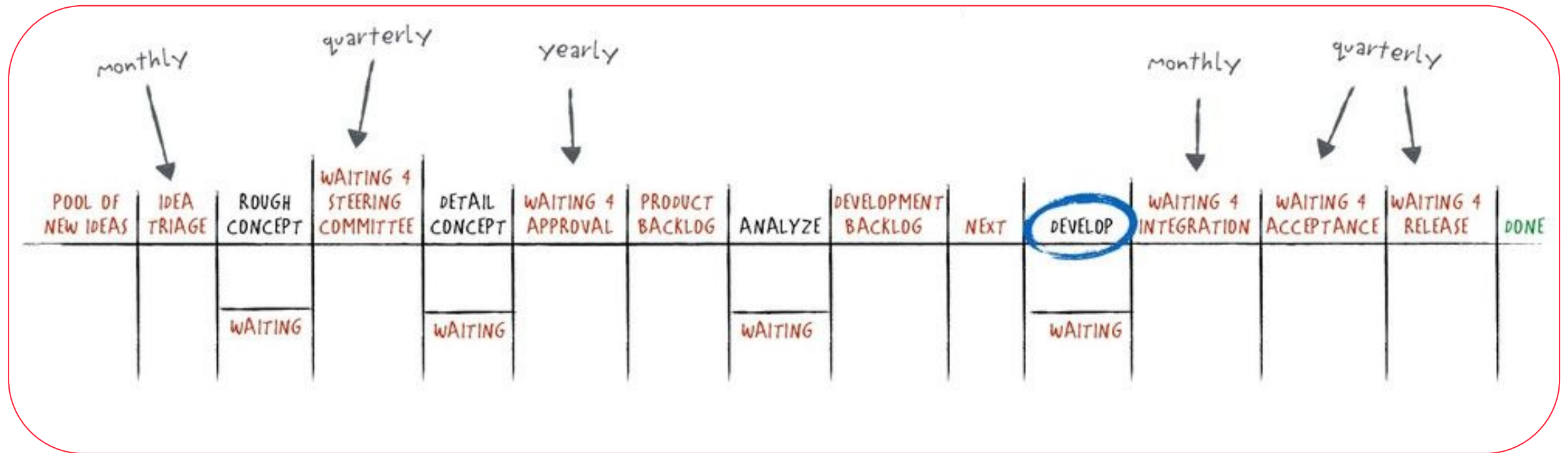
A lot of teams and companies will say
they prioritise outcomes.

**But predictability (time and cost)
is how people get promoted**

Challenge 2

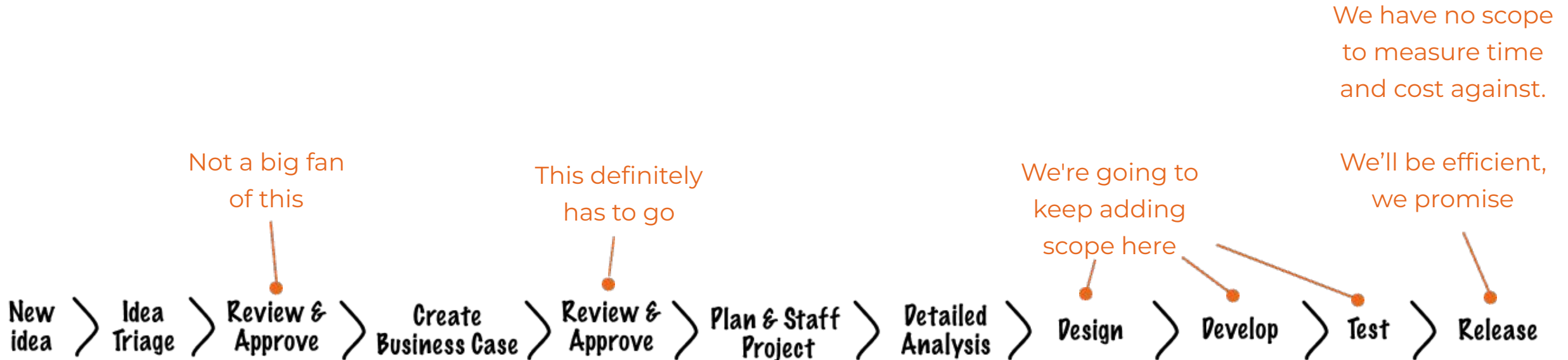
What are you really asking?

Our team owns this process

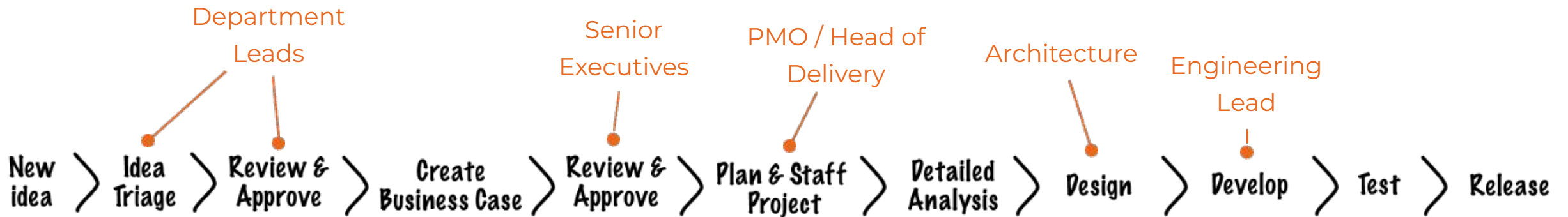


We decide what to build and how to build it

What your boss just heard



Can you go agree that with everyone?



Leaving aside the politics, how would this work?



What is the **process**?

How do the researchers, designers and developers work together?



How do we **structure** teams?

If teams can come up with ideas, how do we stop them duplicating work or stepping on toes?



How do we **align** on the strategy?

How do we ensure they are working on the most important strategic items?



How much should we **fund** each team?

Do teams need 3 people or 8? How do we decide? We used to fund projects!



How do we **govern** teams?

Without time and cost, how can we ensure every team is working as efficiently as possible?



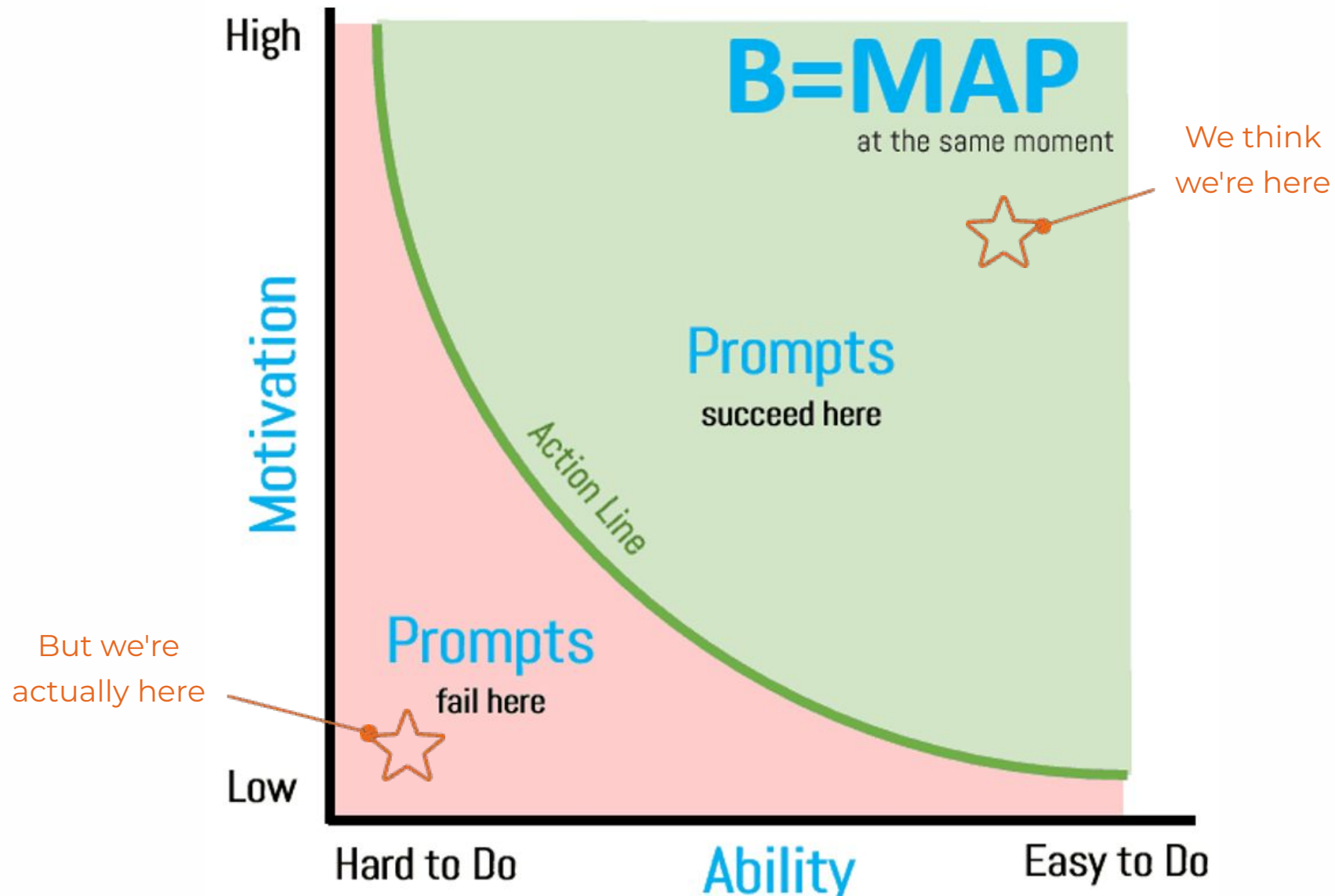
How does this **scale** across the business?

How do we manage different skill sets, different team scopes and constant change?

You're just giving me a lot of work to do

And I'm busy enough already





Lesson 2

You have to make it easy

**Controversial
Opinion Alert**

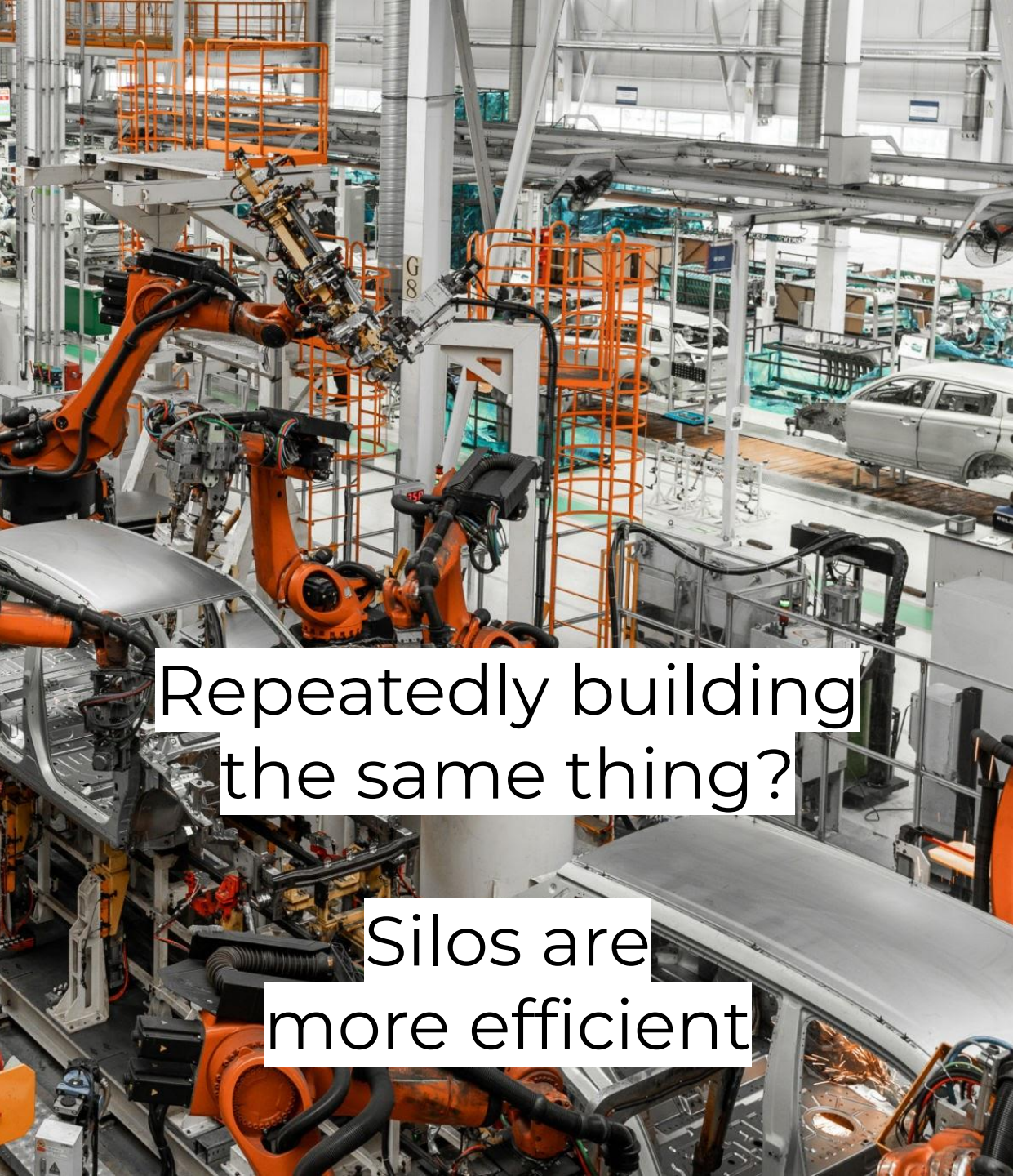


Process is good!

It is too hard and slow to get everyone to learn and internalise the principles.

Frameworks (recipes) let you achieve the same outcomes.





Repeatedly building
the same thing?

Silos are
more efficient



Building something
new?

Cross-functional is more
efficient

We don't have a cross-functional framework for product development



Design Thinking
Lean UX
Double Diamond
User-Centered Design

Scrum
Waterfall
Kanban
XP

How do you integrate UX and agile?



Medium · Jeff Gothelf
6.2K+ likes · 5 years ago

Here is how UX Design Integrates with Agile and Scrum

A framework that spells out — step by step — how **Scrum** and **UX** design **integrate**. One exercise we did individually was to overlay **UX** and Design activities on top ...



Mobilab Solutions
<https://mobilabsolutions.com> › 2024/01 › ux-and-scru...

Harmonizing UX and Scrum in an Agile World

Jan 6, 2024 — In this blog post, I will share with you our **agile User Experience (UX)** design process and how **UX** with **Scrum** can be effectively combined to improve user ...



SolDevelo
<https://soldevelo.com> › Blog

UX/UI in Agile: How to integrate User Experience and ...

Apr 17, 2023 — Have you ever considered involving a **UX/UI** designer in your **Agile** project? Learn **how to integrate UX/UI** in **Agile** Development.



Medium · Jeff Gothelf
950+ likes · 5 years ago

5 Rules for Integrating UX with Agile and Scrum

5 rules for product teams to follow to make sure **user experience (UX)** design is **integrated** successfully into the **agile** process.



LinkedIn · Matthaïos Mantzios, UXC, M.Sc.
8 reactions · 10 months ago

UX design in an Agile Scrum environment

To effectively **integrate UX** into **Agile Scrum**, consider adopting a dual-track **Agile**, where discovery (**UX** research and design) and delivery (...



Lucidspark
<https://lucidspark.com> › blog › best-practices-for-appli...

Best Practices for Applying Scrum to UX Design

This article will dive into some best practices for applying **Scrum** to **UX** design. But first, for context, let's start by defining **Agile UX** and a few of its most ...



Scrum.org
<https://www.scrum.org> › resources › blog › benefits-inte...

The Benefits of Integrating User Experience (UX) With Scrum

Sep 26, 2019 — Organizations should aim to **integrate** Lean **UX** practices into their **Scrum** team workflow despite these challenges.

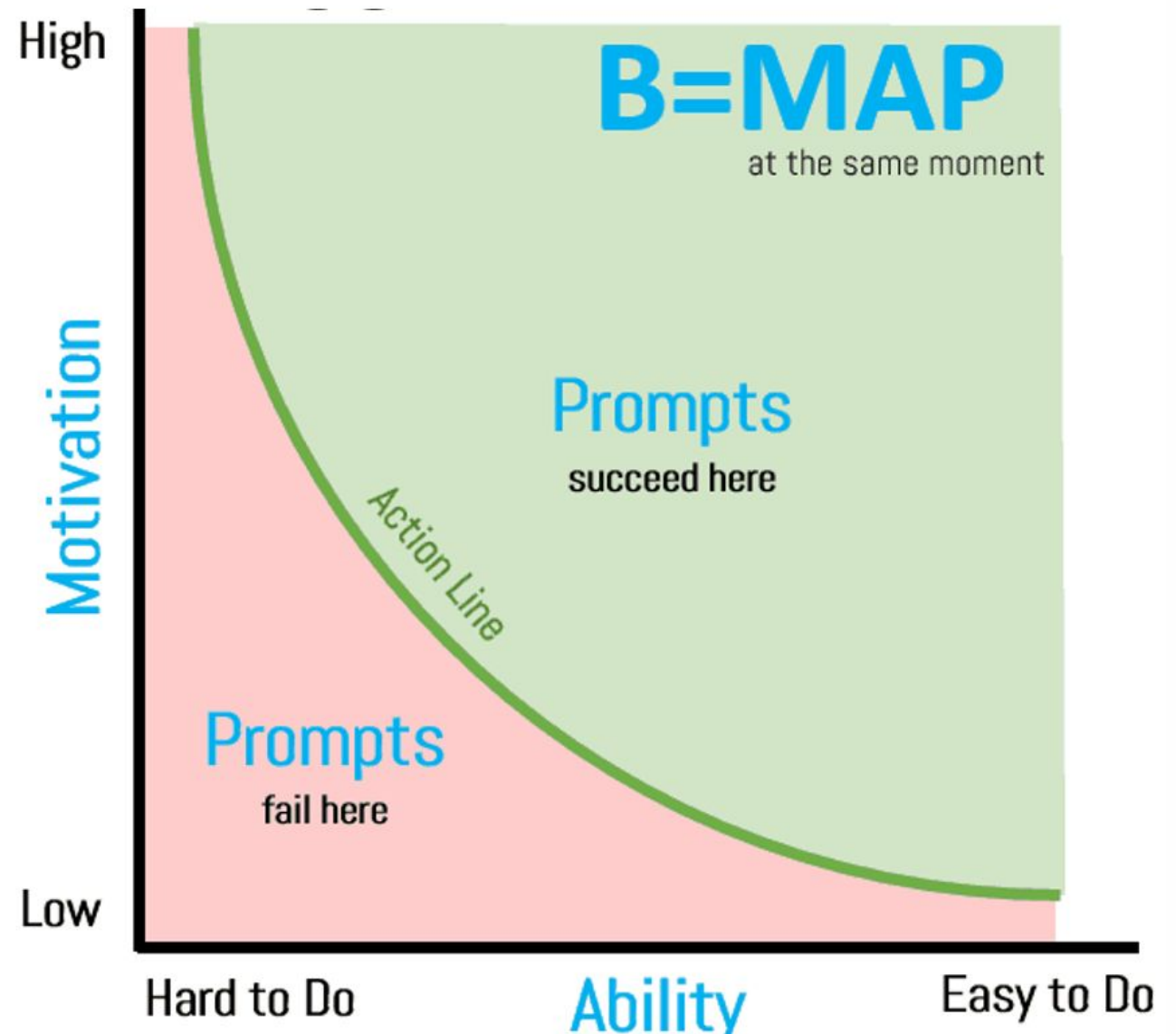


WorkDo.io
<https://workdo.io> › here-is-how-ux-design-integrates-wi...

Here Is How UX Design Integrates With Agile And Scrum

UX design can help with **agile** and **scrum** by helping to create a better **user experience**. This will make it easier for teams to work faster and more efficiently, ...

Have we
made it easy?



What about the scaling frameworks?



SAFe
Less Huge
Nexus
DAD
Scrum@Scale

We are looking to
scale **empowered,
cross-functional**
teams.

The existing frameworks revert to
Waterfall and centralised ways of working



Jeff Gothelf
<https://jeffgothelf.com> › Blog

SAFe? Agile? SAFe is not agile. What you need to know.

May 10, 2021 — Essentially, Agile/Lean UX takes risks, fails, learns, takes risks, BEFORE putting anything on a train. But, business has risk management (...



Maarten's Newsletter
<https://mdalmijn.com> › safe-is-a-marketing-framework-...

SAFe is a marketing framework, not an Agile scaling ...

Jun 14, 2021 — SAFe is unique because of the universal criticism it receives from many different perspectives — thought leaders in Agile, UX, and Product Management.



Medium · Thomas Junghans
7 likes · 1 year ago

Scaled Agile is not Agile.

Scaled Agile is not Agile. ... There are two definitions of agile; the original one and the corporate one called Scaled Agile (SAFe).



UX Collective
<https://bootcamp.uxdesign.cc> › why-safe-is-the-safest-c...

Why SAFe is the safest choice to fail with Agile

Mar 28, 2023 — SAFe isn't agile. It's a marketing framework. Companies opting to use SAFe are opting to have control over everything instead of empowering teams.

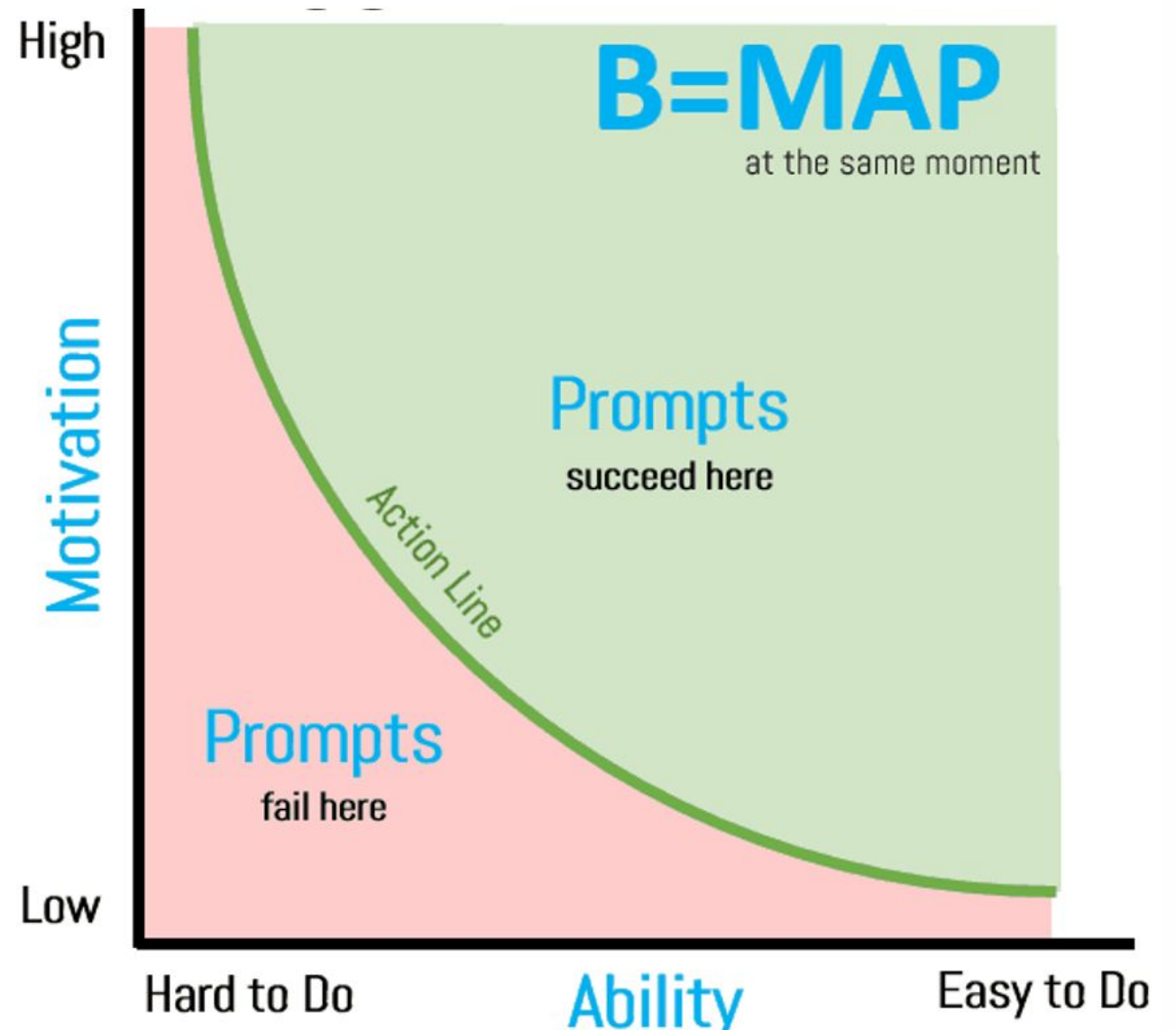


The SAFe Delusion
<https://safedelusion.com>

The SAFe Delusion – Information for decision-makers ...

Andy Hunt, co-author of the Agile Manifesto. Andy Hunt states that SAFe is not an Agile approach. He also mentioned professionals that made a career fixing ...

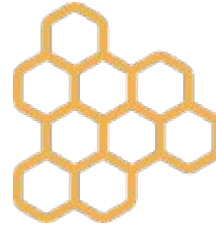
Have we
made it easy?



We have to solve all of these problems



Process



Structure



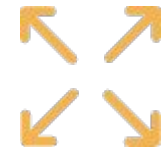
Alignment



Governance



Funding



Scaling



STANDING ON THE SHOULDERS OF GIANTS

10 years of UXDX!

Case Studies

How companies are adopting the elements of the ZeroBlockers framework

Stream Team

[Aligning](#) > [Internal Alignment](#)



Gaming

Technology

Enhancing Teamwork through Mob Programming at ustwo Games



Technology

Consulting

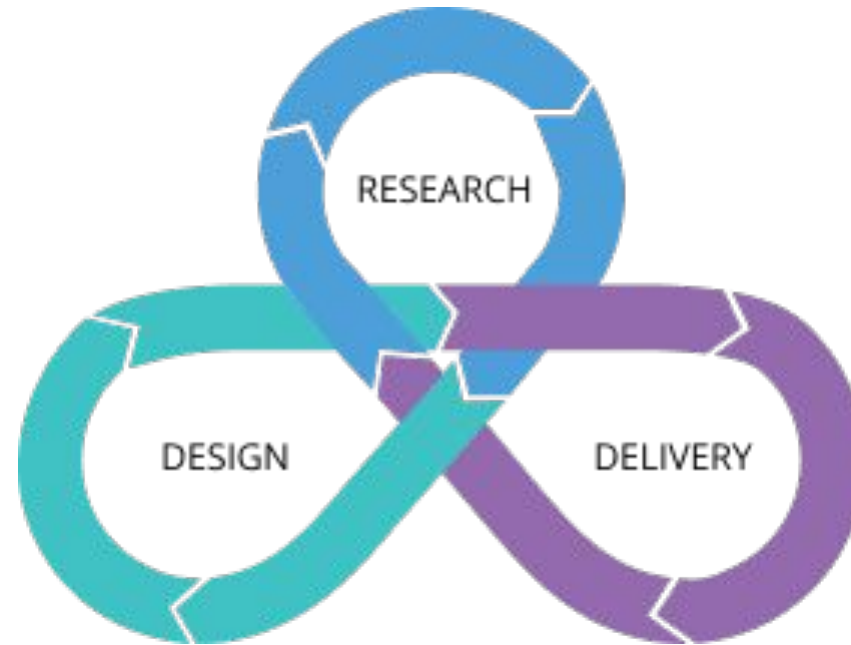
Enhancing Development through Pair Programming at Coder Bee

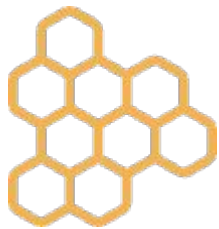
How Coder Bee improved product quality



ZeroBlockers: Process

How teams do continuous research, continuous design and continuous delivery





Structure

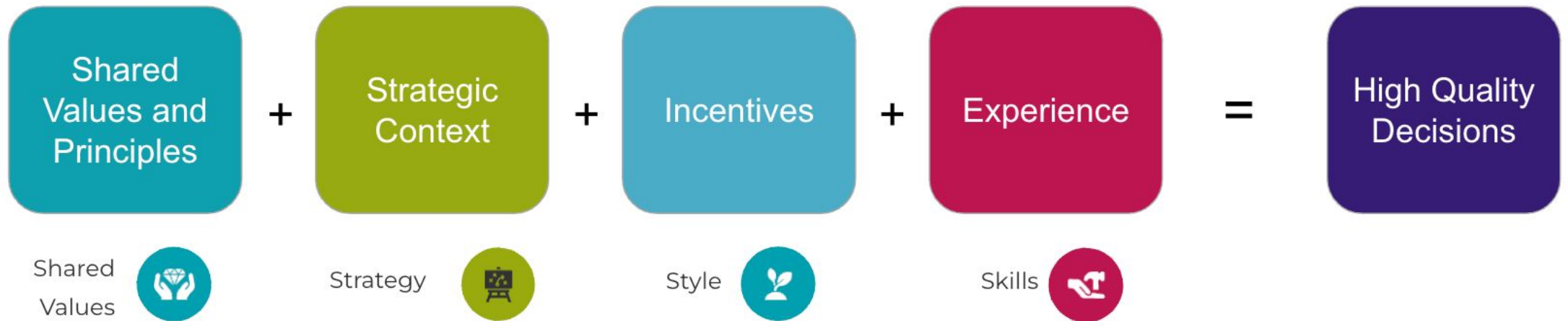
Break products up into separate, non-overlapping autonomous customer-aligned value streams





Alignment

Define the values, principles, strategies, incentives and experience required to enable high-quality, aligned distributed decision making.

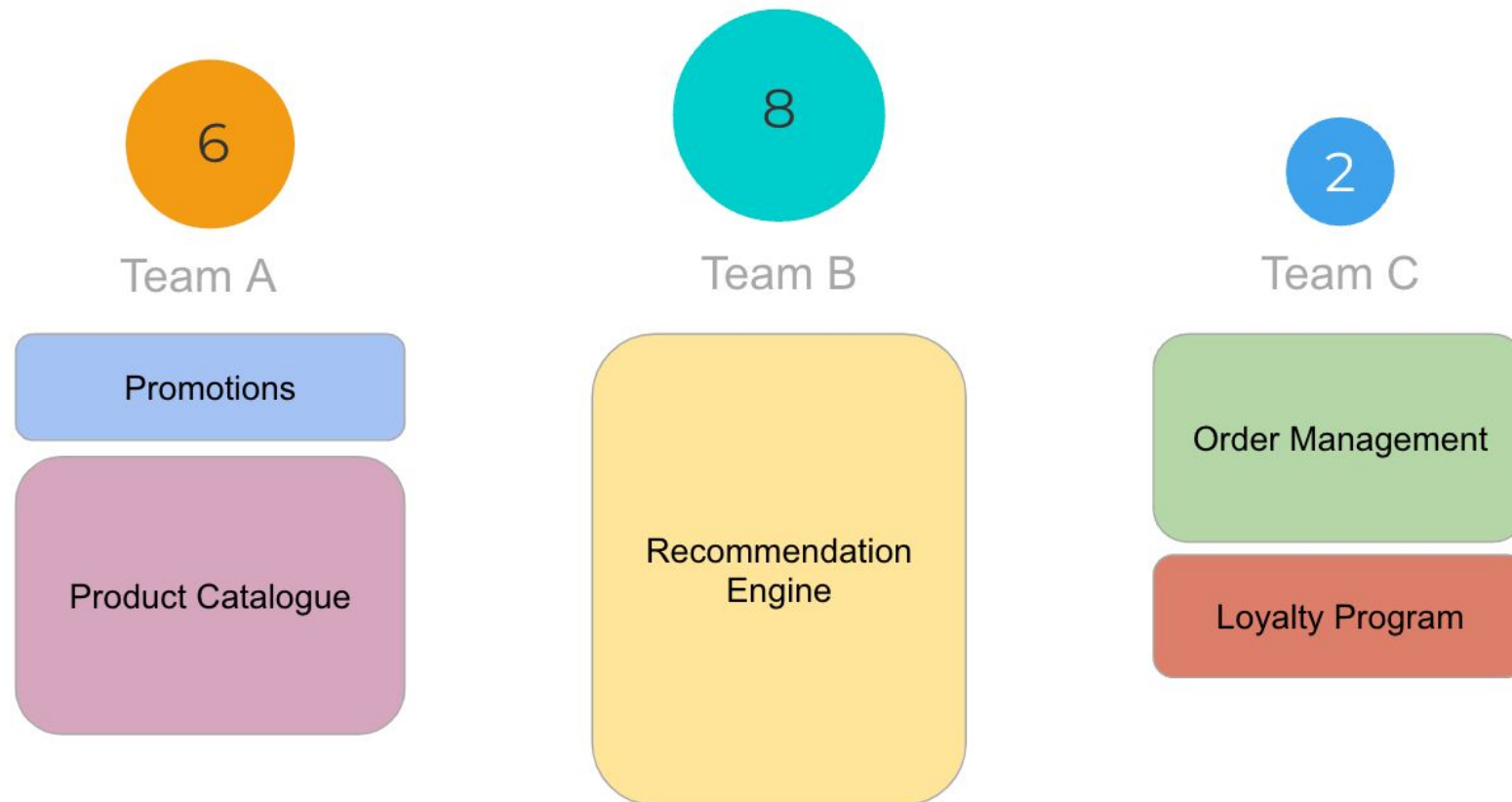




Funding

Fund value streams, not teams

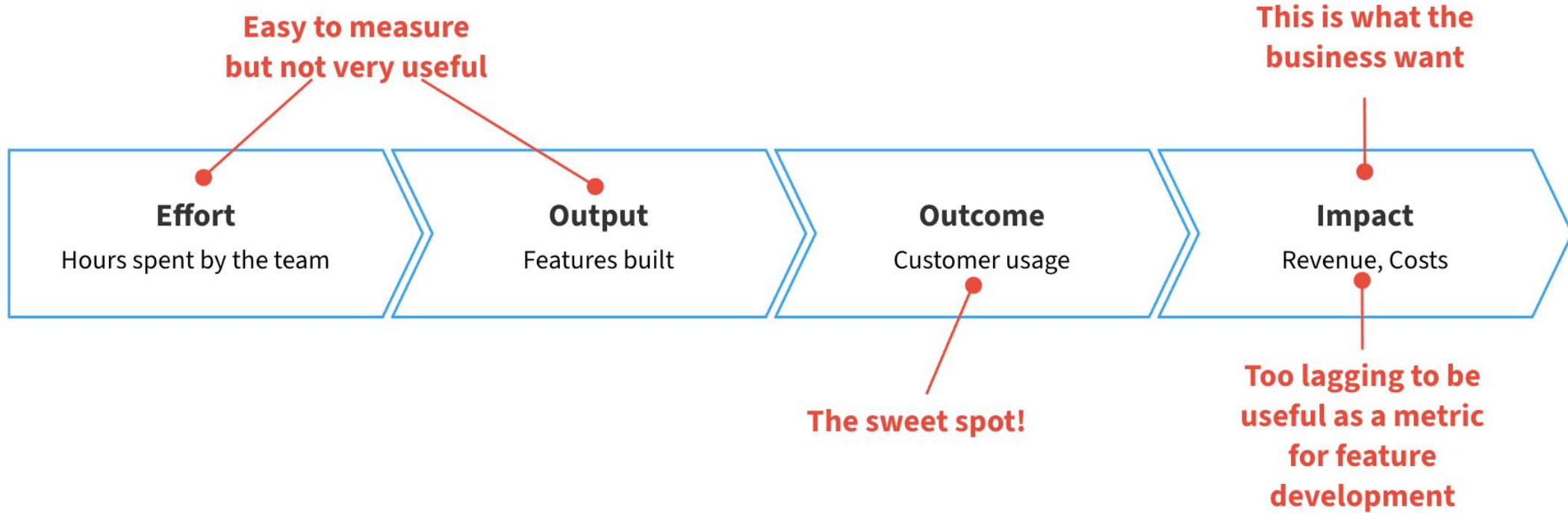
Determine team sizes by associated value streams

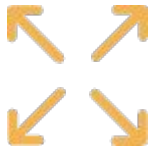




Governance

Define business and product metrics, and hold teams accountable for outcomes

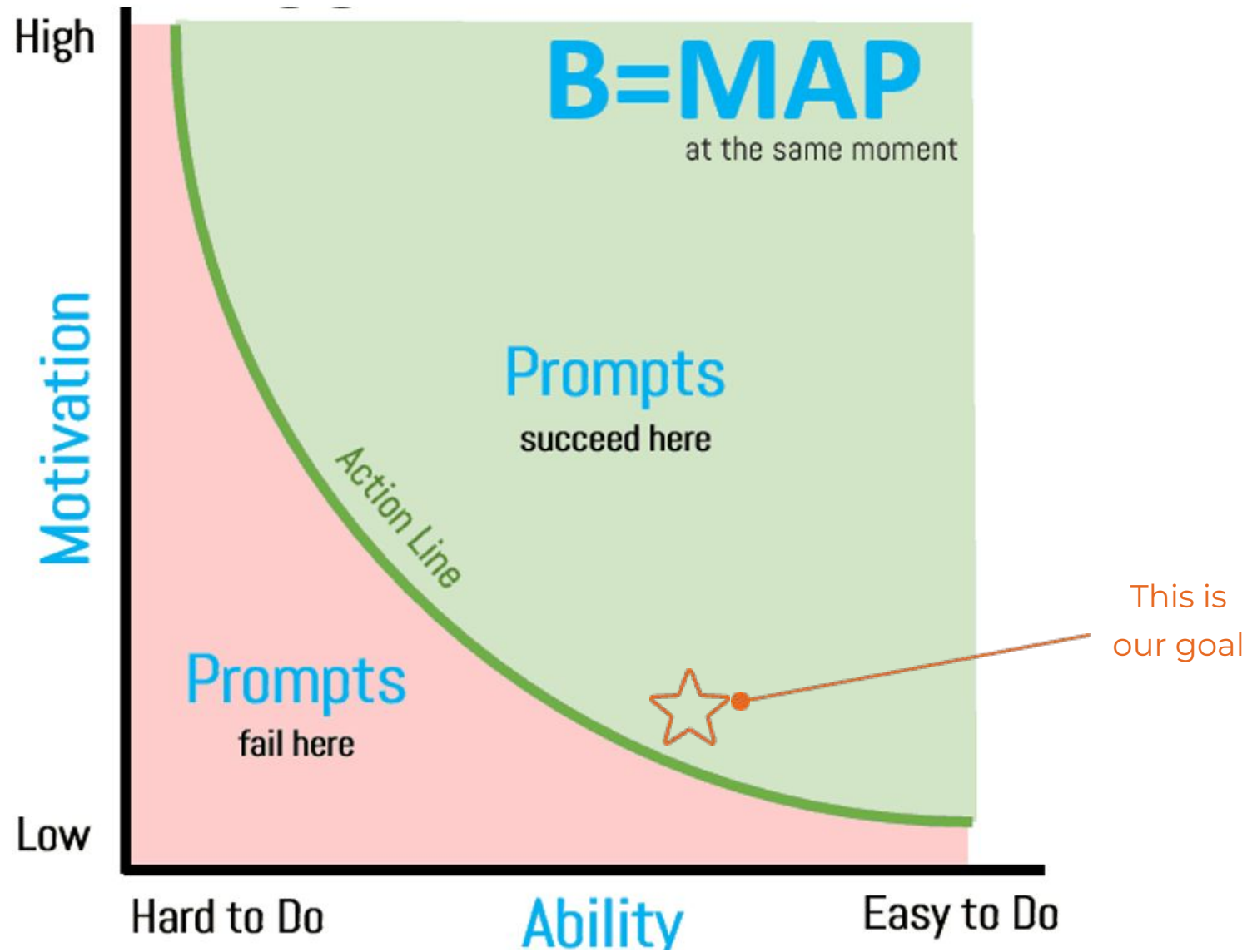




Scaling


5 different team types, with different areas of responsibility and ways of working






It's free

docs.zeroblockers.com

 **ZeroBlockers Docs**



FrameworkStream TeamProduct TeamEnabling TeamInternal Product TeamEcosystem Team

ZeroBlockers Docs

The ZeroBlockers framework helps companies maintain the speed and efficiency of small teams, even as they scale.

Processes are just a collection of best practices. But a practice is only "best" based on the context in which it is being used. The problem is that people forget the original context so processes remain long after the context has changed. Like tech debt, we need to pay down process debt periodically to ensure that we are operating in the most efficient and effective ways.

ZeroBlockers is the result of breaking down product development into the underlying principles and using the context of modern product development to uncover better ways of working that align with the types of products, and the scale of the products, that we are building today.

Team of Teams

ZeroBlockers is built around empowered teams, but to scale effectively you need more than one type of team. We have five different teams types as part of the framework.

1. The traditional empowered team is our **Stream Team**. These are the people building the products.
2. **Product Teams** are responsible for funding Stream Teams and providing them with the context to succeed.
3. **Internal Product Teams**, like technical platforms, support the work of the Stream Teams.
4. **Enabling Teams** focus on upskilling individuals and transferring knowledge across teams.
5. Finally we have **Ecosystem Teams** who manage multiple Product Teams, Internal Product Teams and Enabling Teams.

On this page

[Team of Teams](#)

Documentation Structure

How to use the docs

Want to learn more?

Check out the ZeroBlockers training courses.

[View courses →](#)

Prefer events?

Check out the in-person UXDX conferences.

[View conferences →](#)

Summary

1. KPI's win every time

When time and cost are KPIs, empowered teams are risky

2. We need to make it easy

People don't have time to think about every process from first principles

We need to help solve the end-to-end problems

3. Process is not the problem - bad process is

Process is just documenting how people act - it can be good or bad

Good process can help people avoid reinventing the wheel

Questions?

Connect with me

- rory.madden@zeroblockers.com
- <https://linkedin.com/in/rorymadden>
- <https://docs.zeroblockers.com>

Free documentation that goes over all of the processes

