Product effectiveness is ridiculous low

Microsoft, 2009

33%

Booking.com, 2012

10%

Bing, 2014

15%

Netflix, 2020

10%

Google Ads, 2020

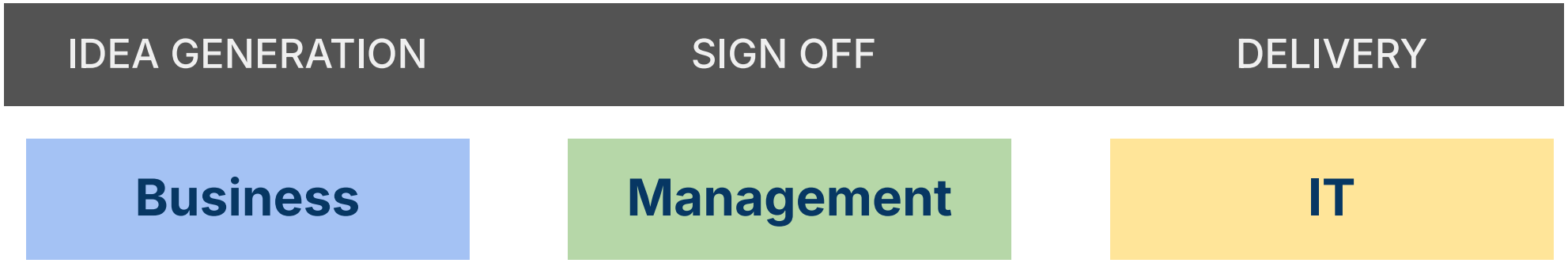
10%

Airbnb, 2022

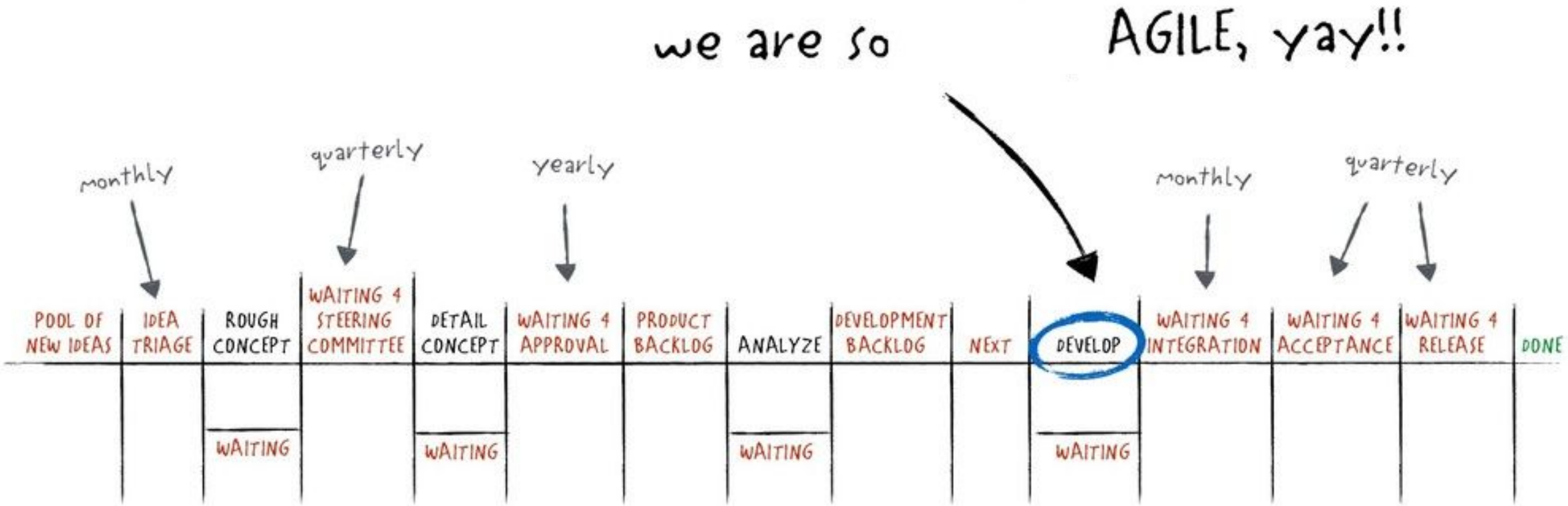
8%

Our processes are the problem

We lock in solutions before we have validated them

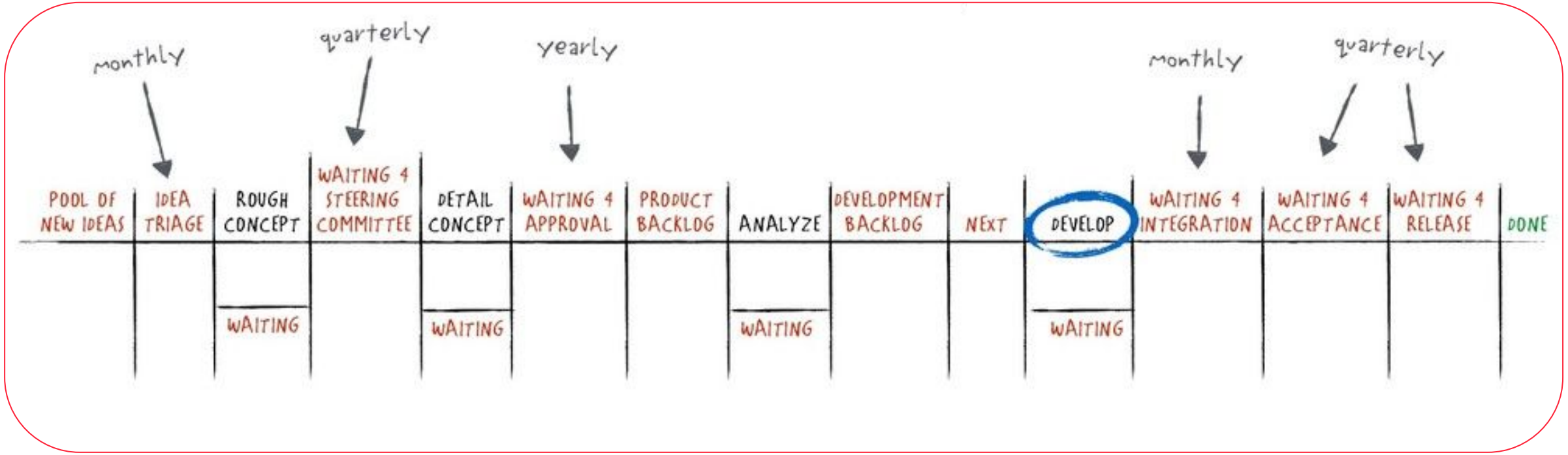


Are we on-time and on-budget?



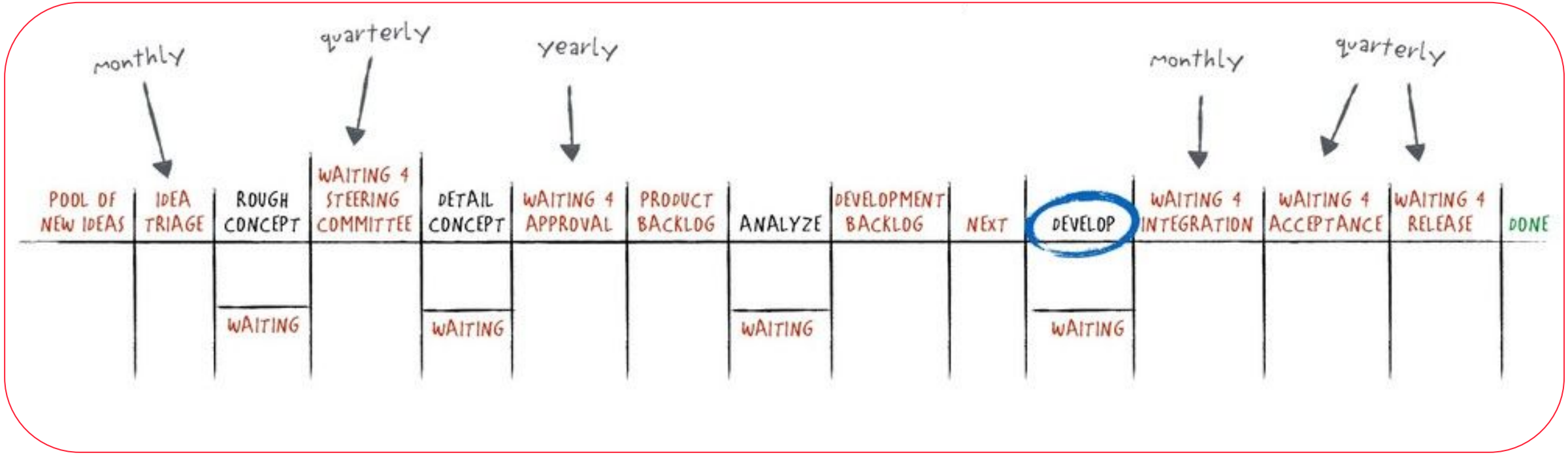
Credit: @klausleopold

This is our process



We need to make this quick and iterative

Research, design and dev roles overlap



Cross-functional conference for cross-functional teams

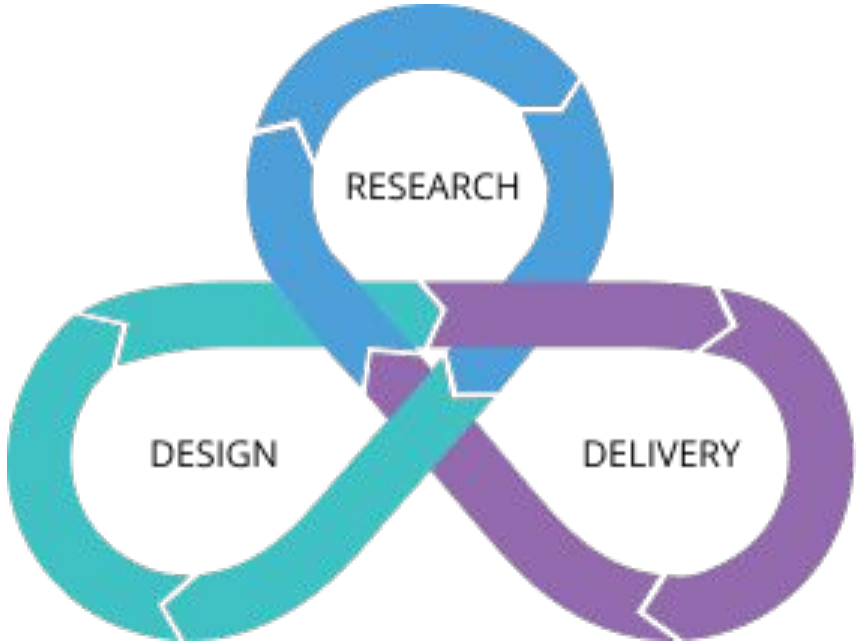
Learn how others are working closer together and improve your t-shaped skills

Product Managers

UX Researchers

Designers

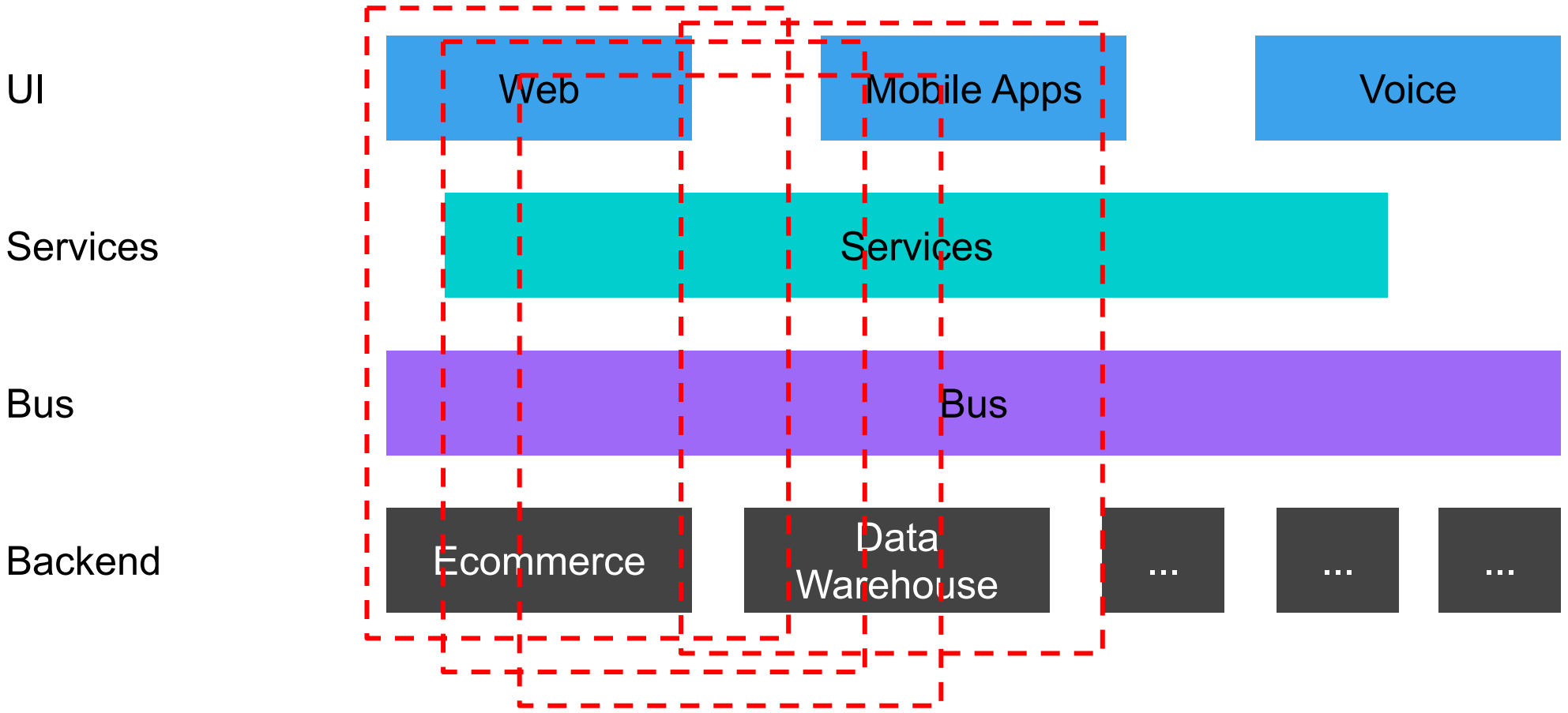
Developers



Everyone's onboard!
So why isn't change happening?

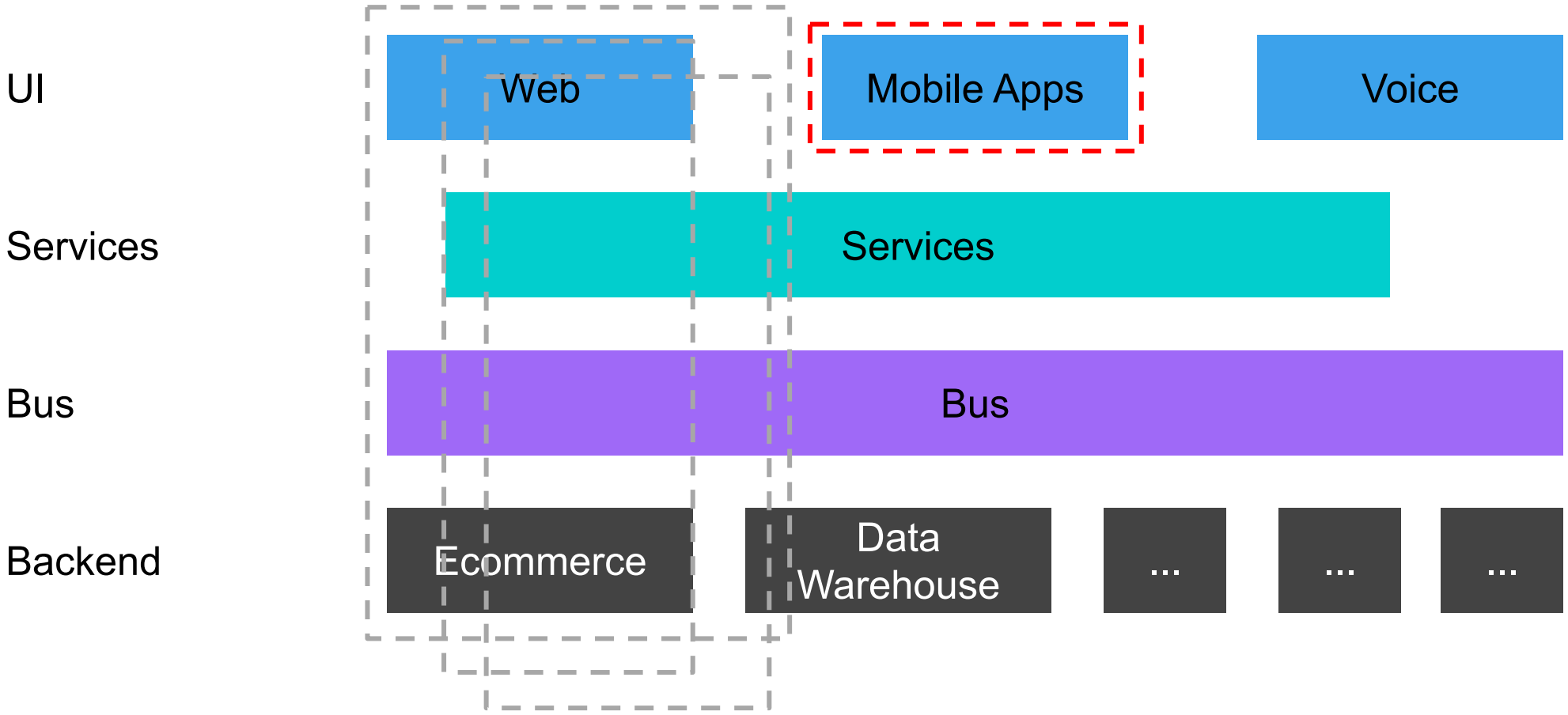
Everything was a project

And we kept getting blocked and delayed



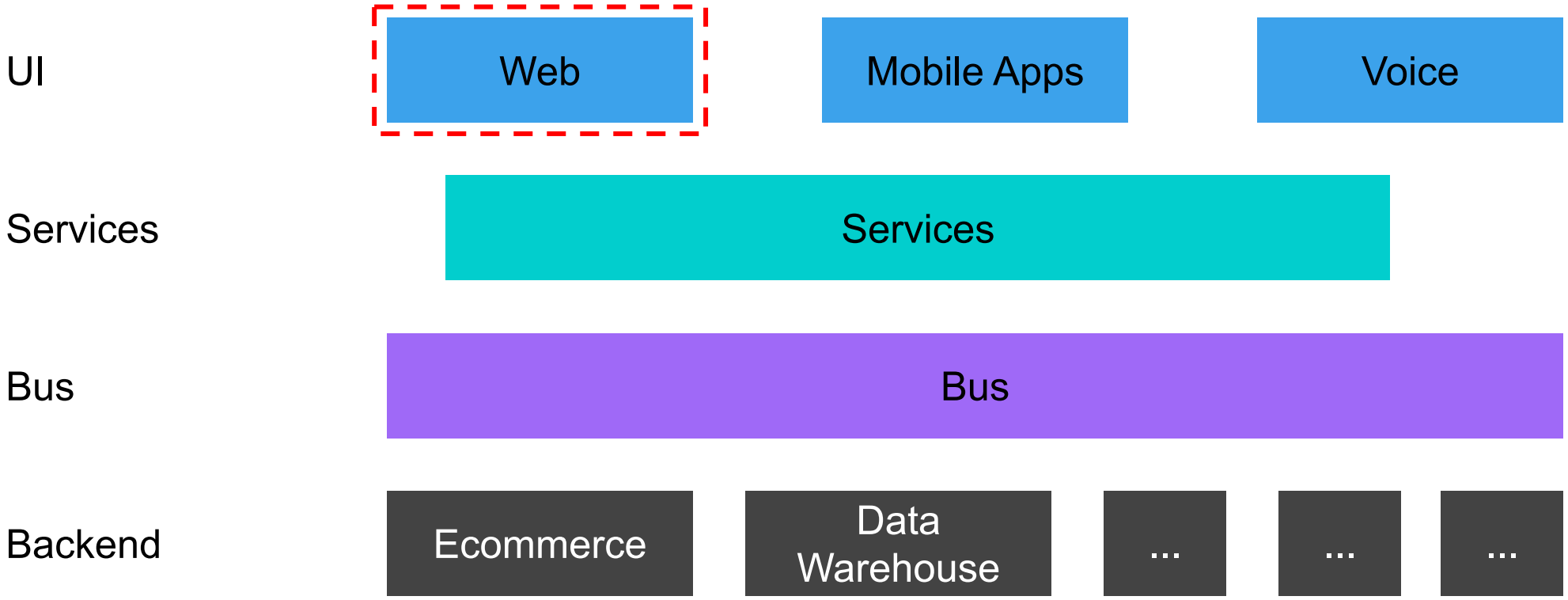
We created our first product

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”

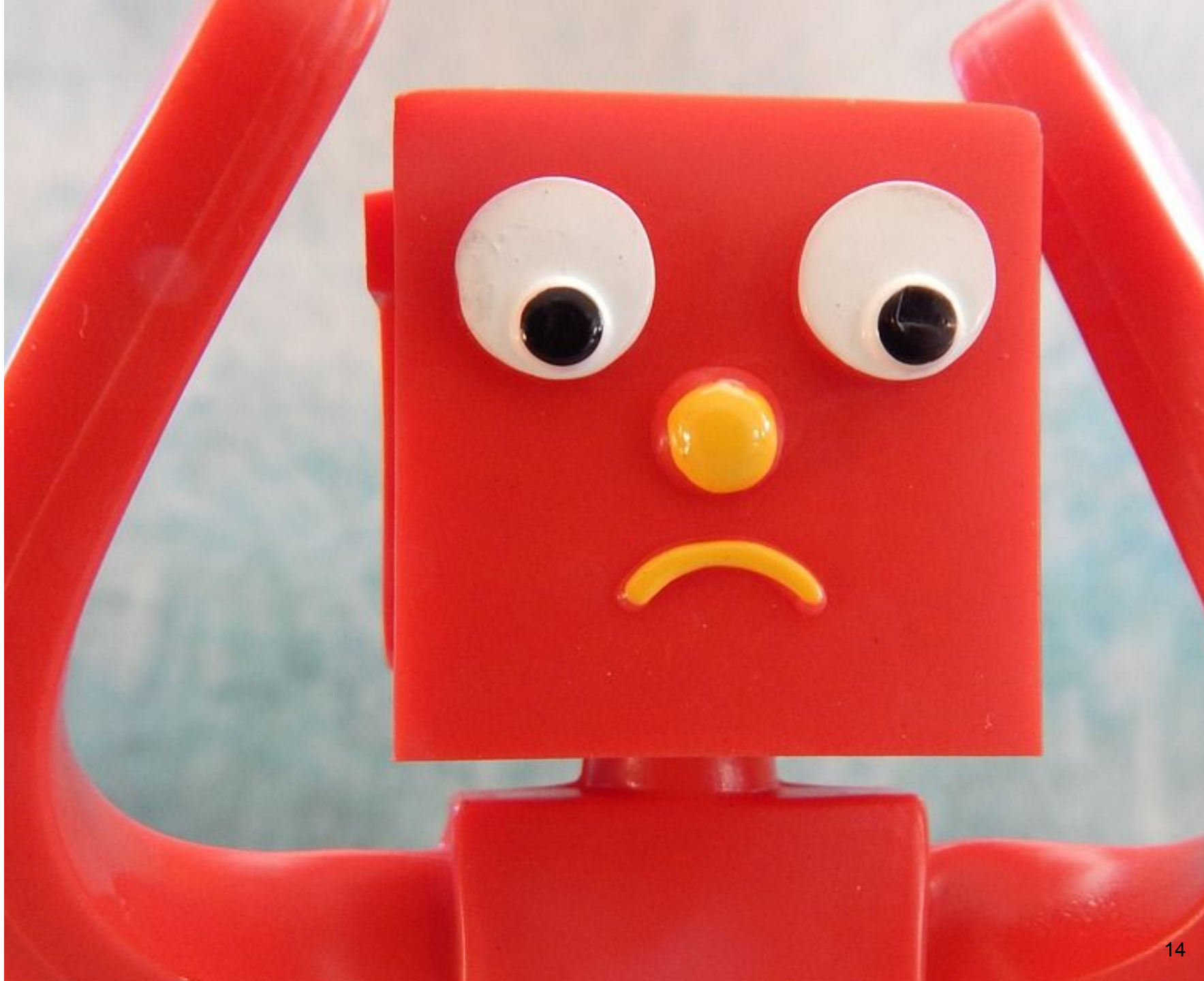
> “Let’s put together a business case to implement the change”

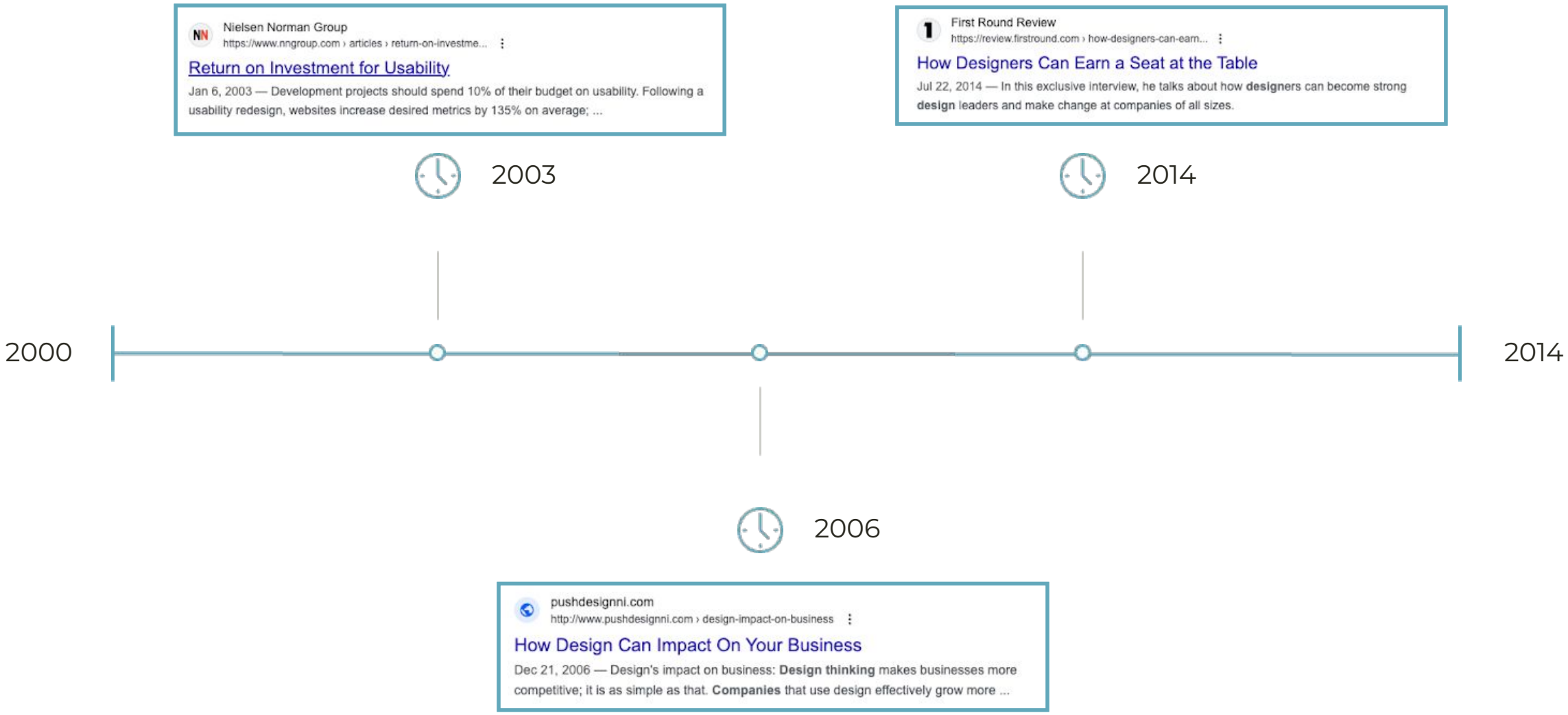
> “Now is not the right time!”

> “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]



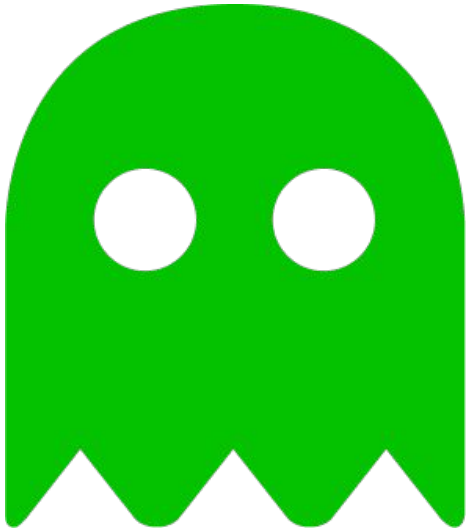


What is the definition of insanity?

Why is this happening?

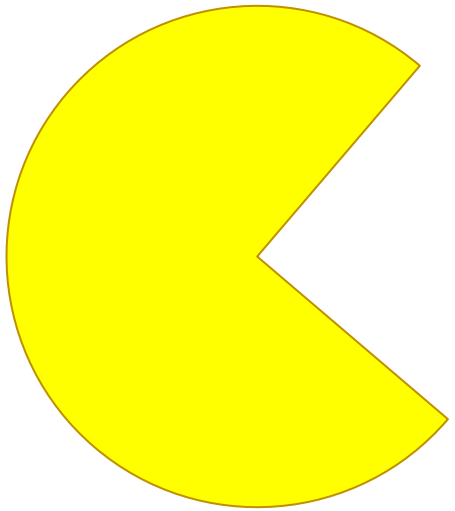
Challenge 1

Does your boss (really) care?

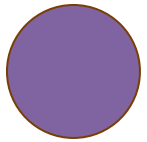


KPI’s

Predictability
Utilisation of Resources

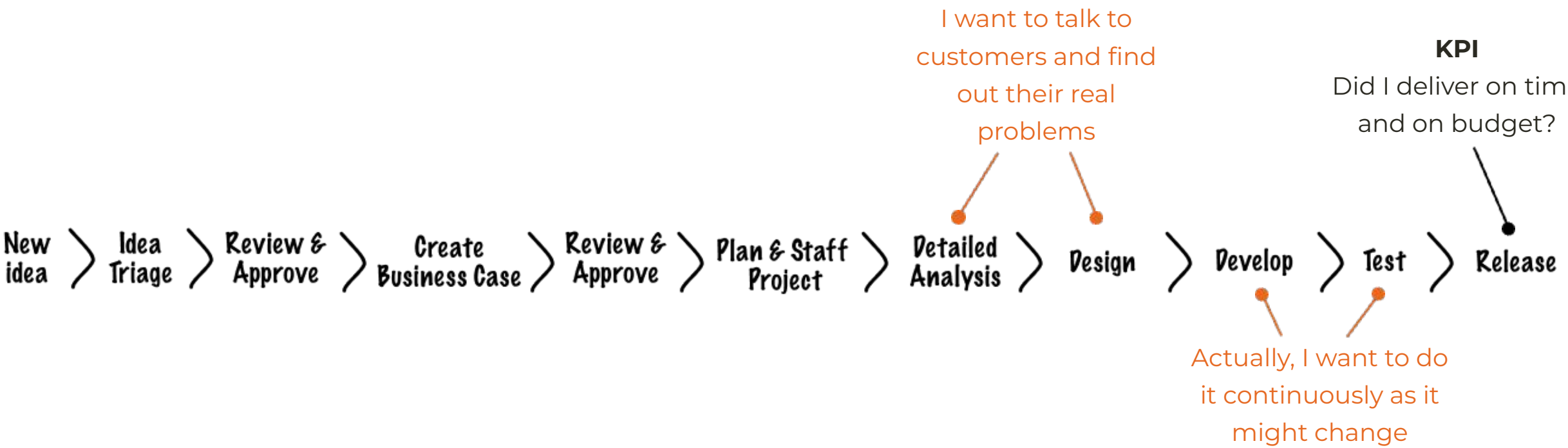


Culture



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.”

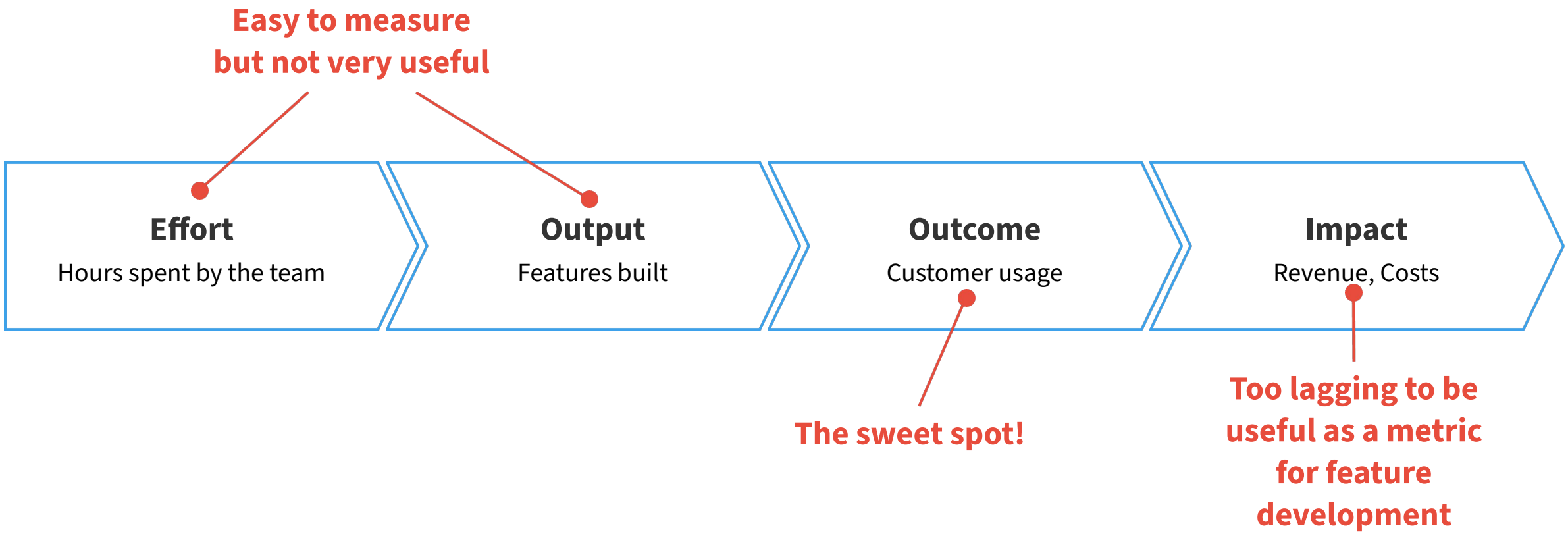
Upton Sinclair

Lesson 1

You have to start with KPIs

Revenue isn’t
a good KPI

Different types of metrics



This is not easy!

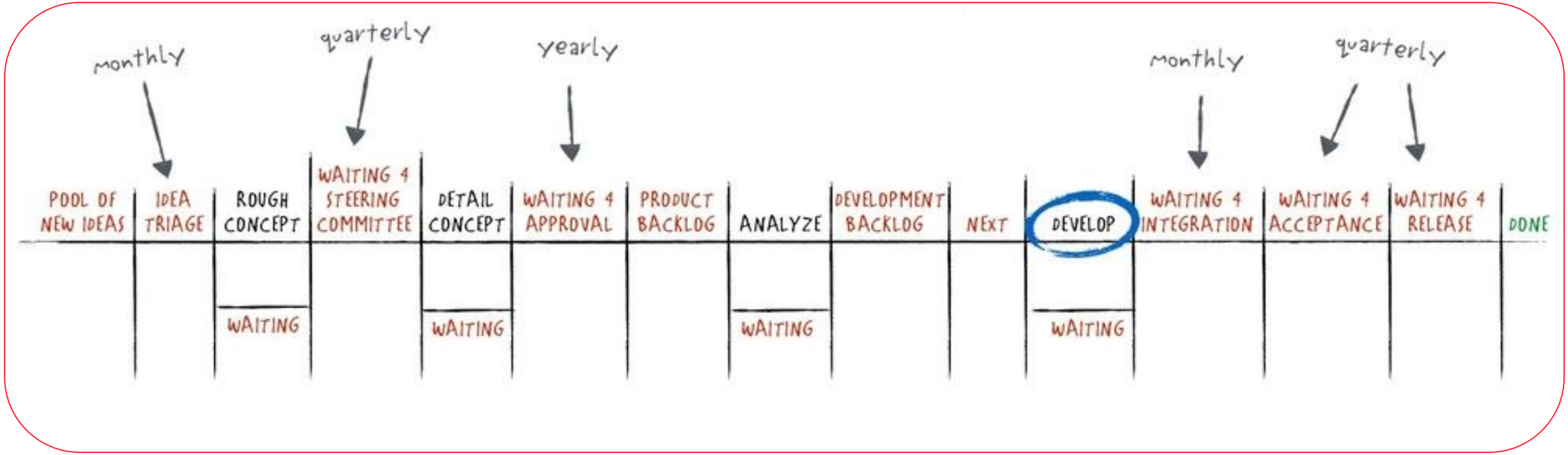
A lot of teams and companies will say they prioritise outcomes.

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

Challenge 2

What are you really asking?

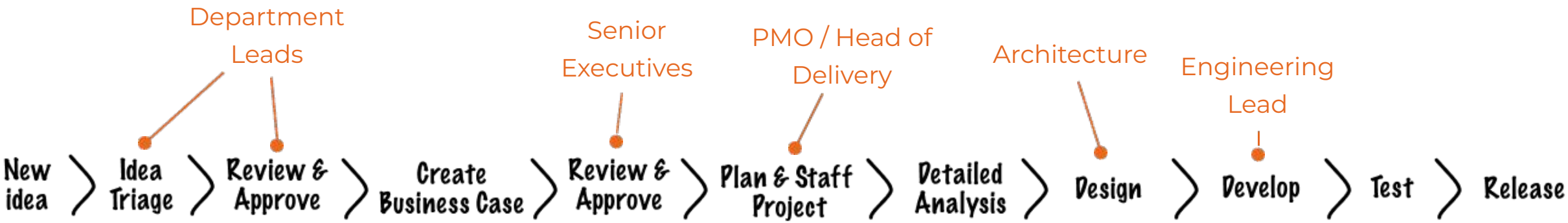
Our team owns this process



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?

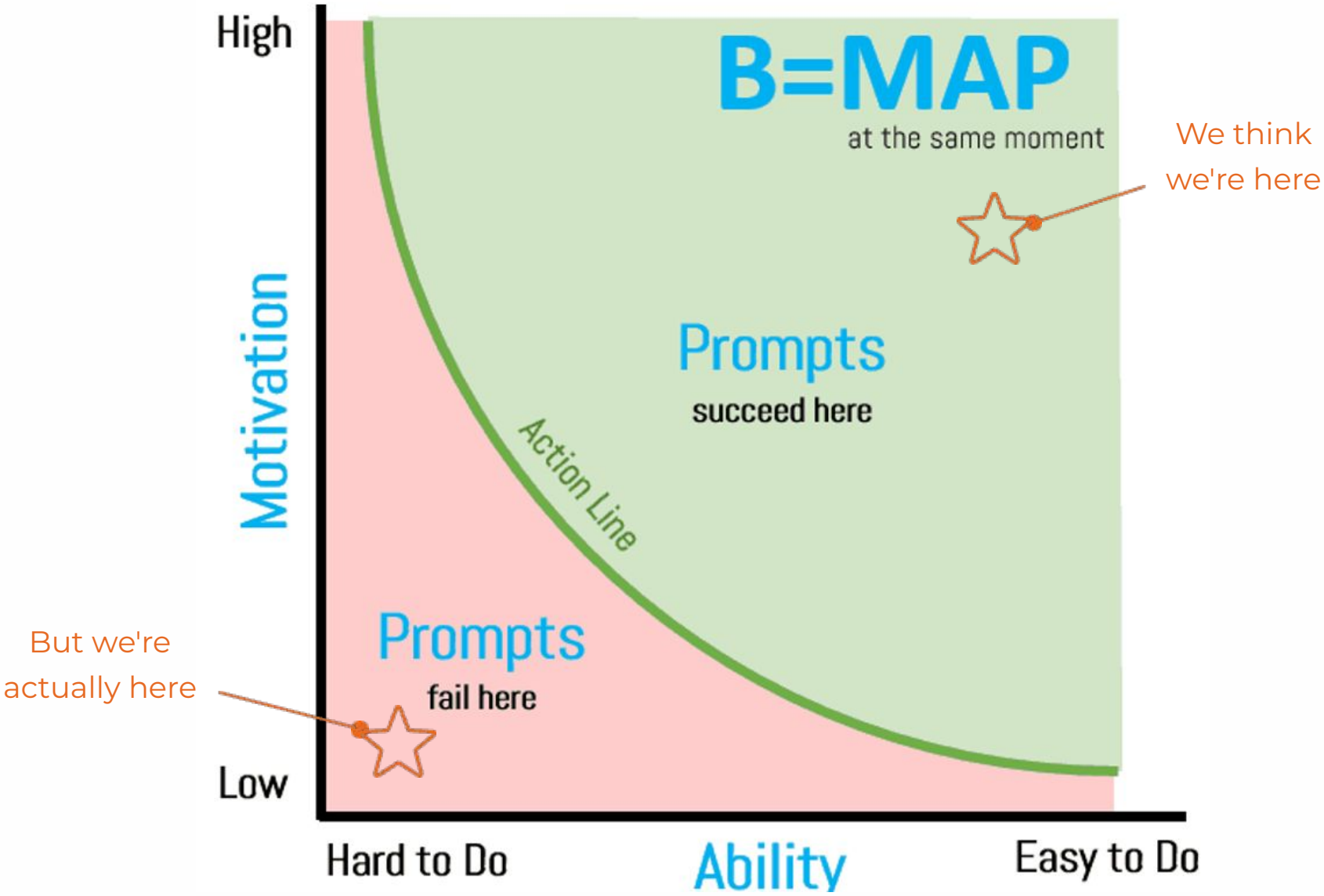
Without time and cost, how can we ensure every team is working as efficiently as possible?

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


High
B=MAP
at the same moment
We think
we're here
Motivation
Prompts
succeed here
Action Line
Prompts
fail here
But we're
actually here
Low
Hard to Do
Ability
Easy to Do

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 · Matthaios 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-applyi...

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

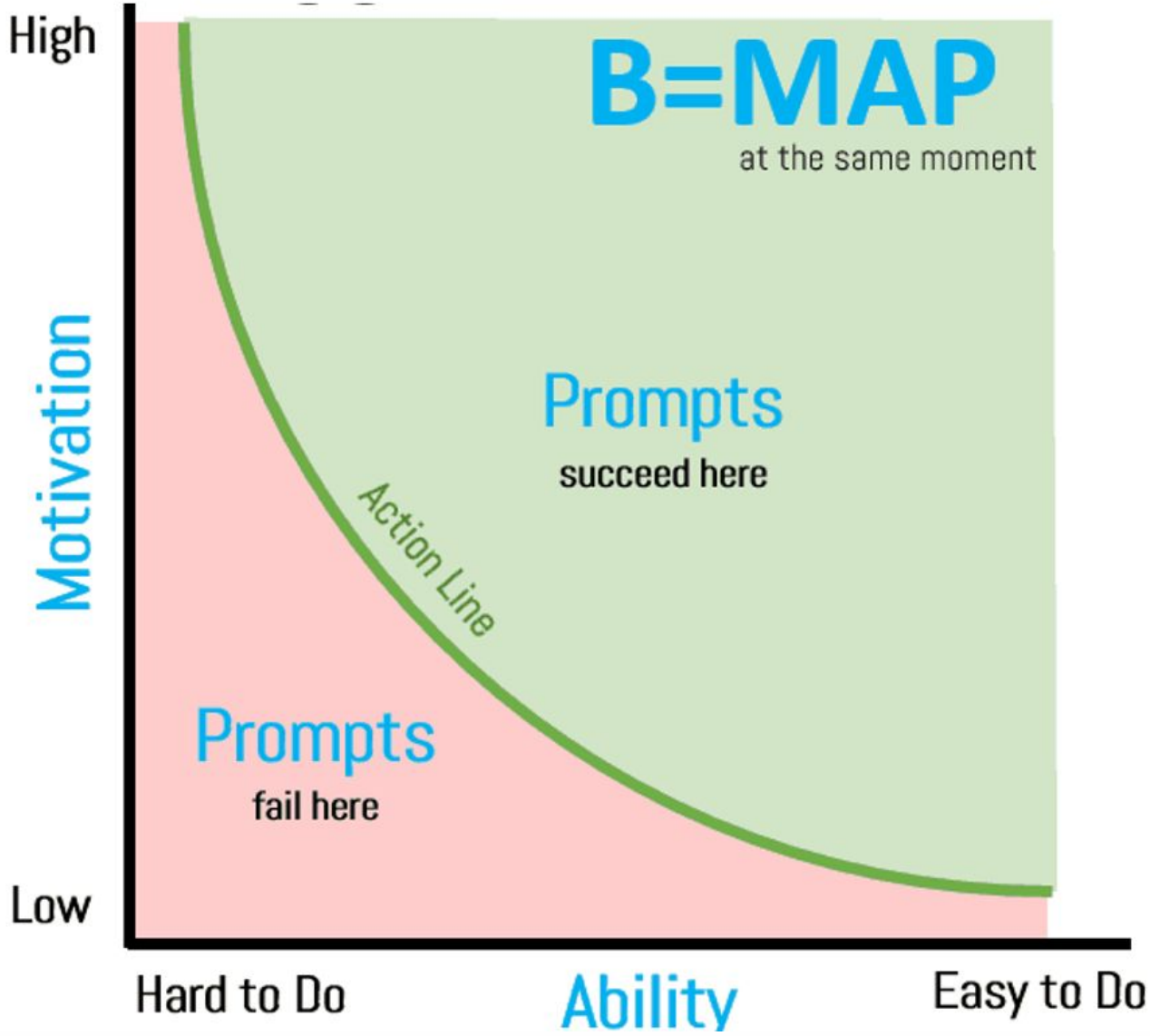
Sep 26, 2019 — Organizations should aim to **integrate** Lean **UX** practices into their **Scrum** team workflow despite these challenges.

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?

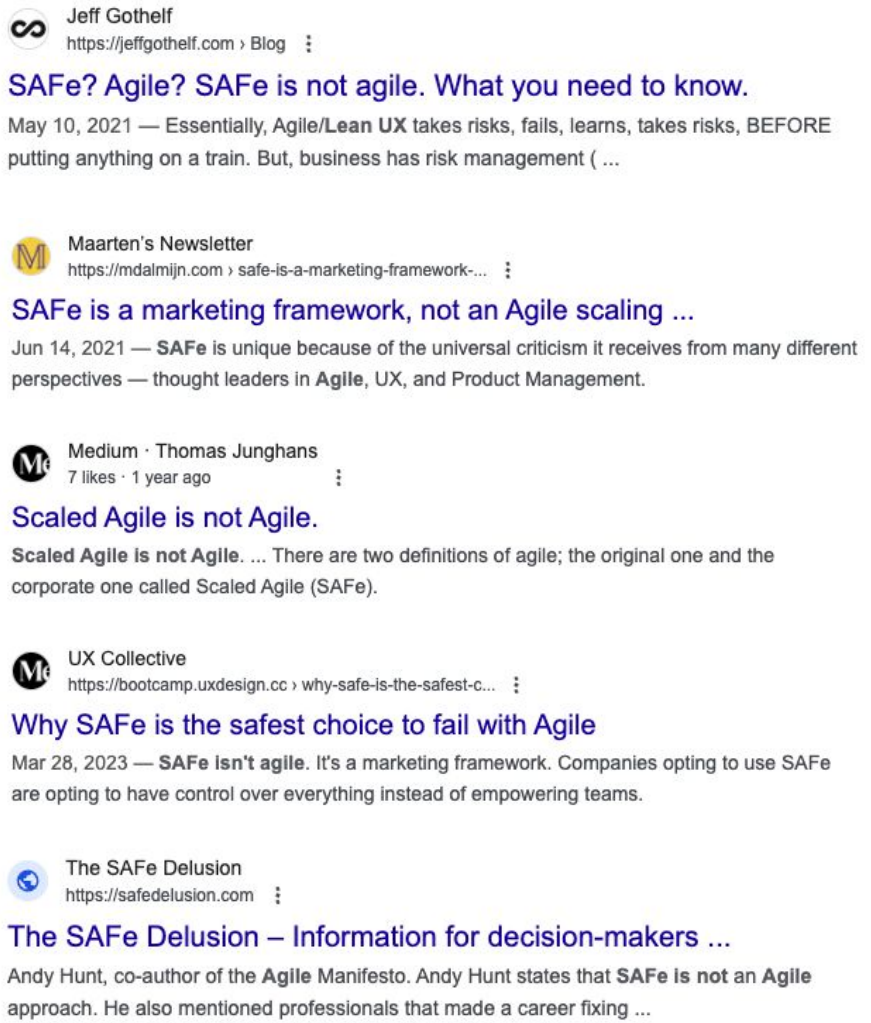


What about the scaling frameworks?

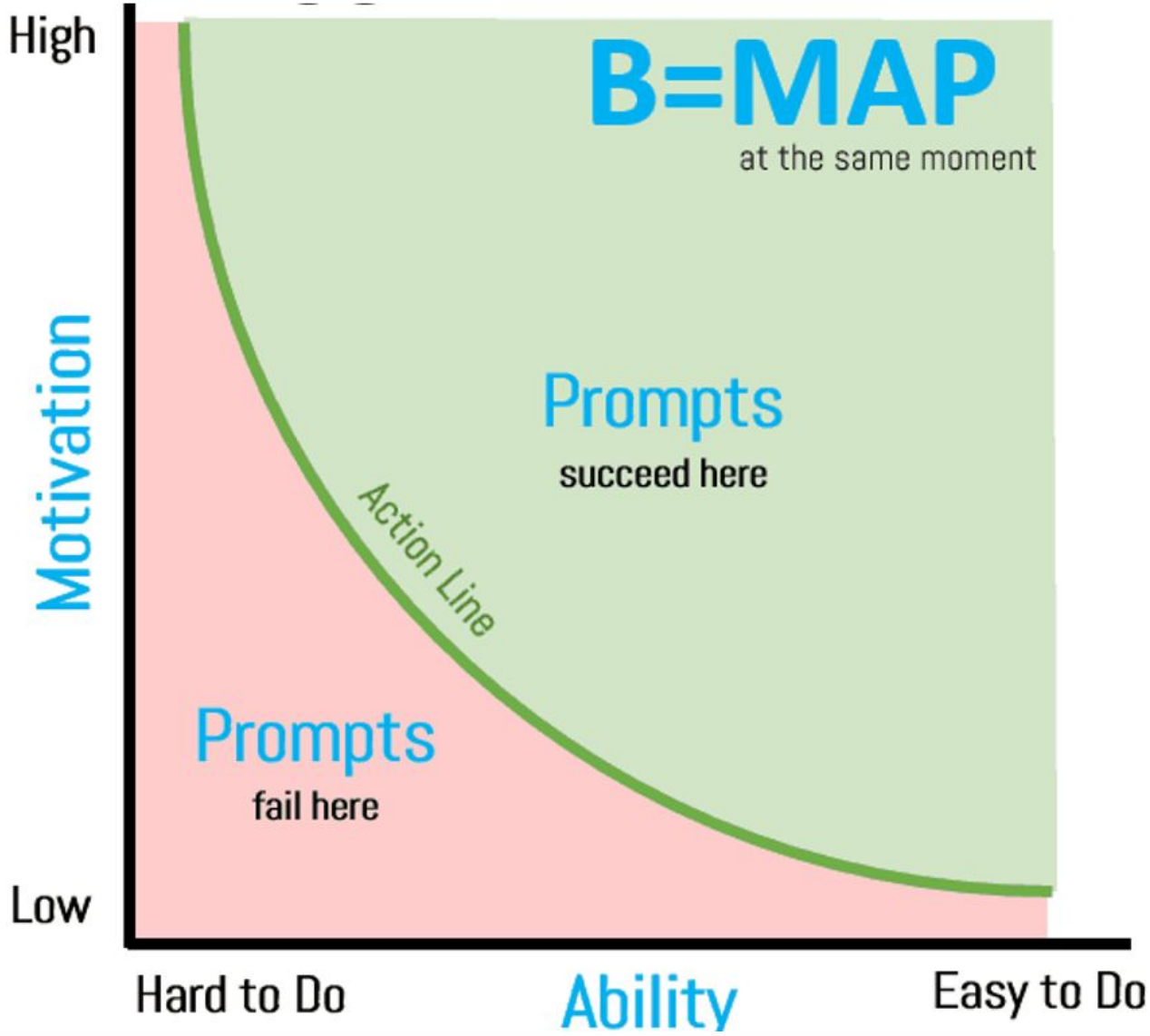
SAFe
Less Huge
Nexus
DAD
Scrum@Scale

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

The existing frameworks revert to Waterfall and centralised ways of working

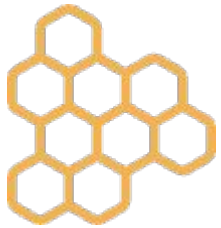


Have we made it easy?



We have to solve all of these problems

Process

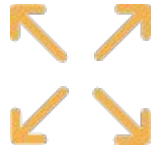


Structure

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

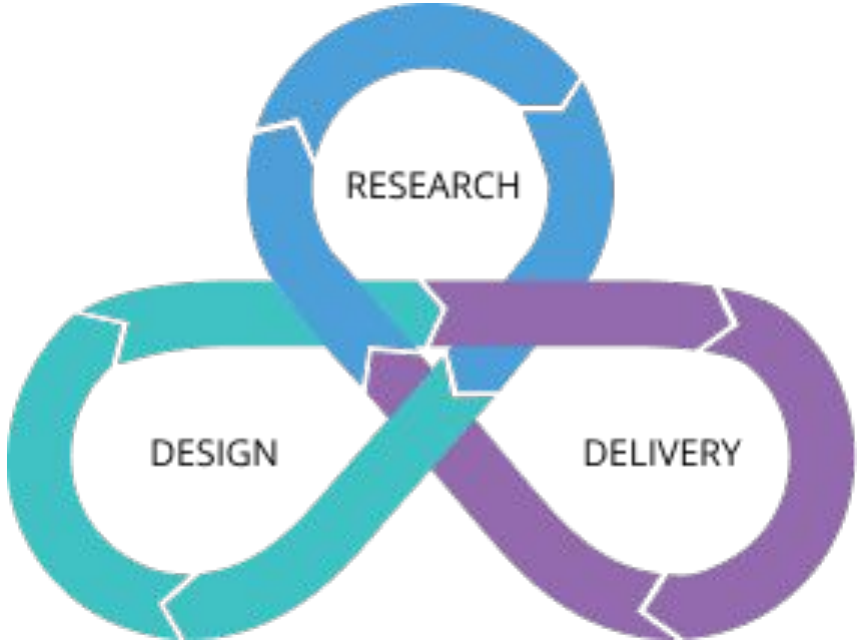
Technology Consulting

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



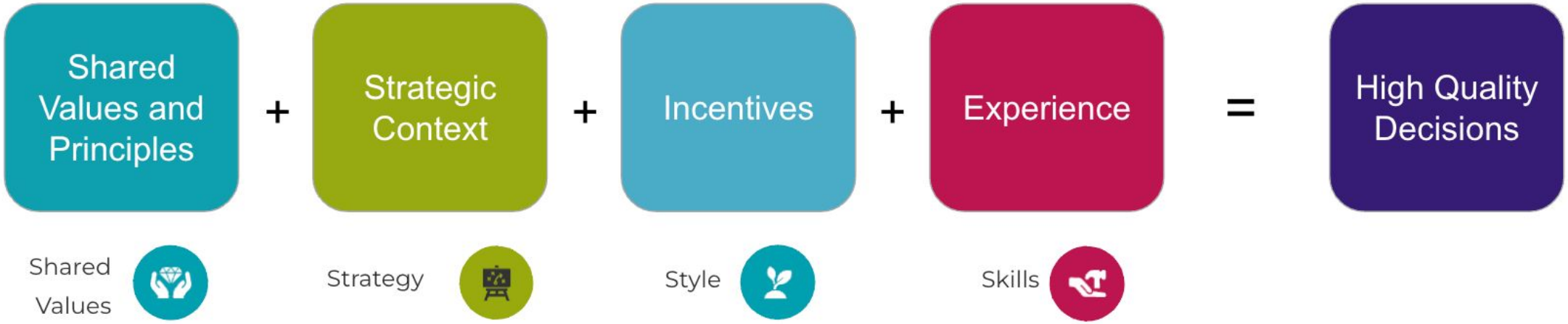
Structure

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

This is where the delivery happens

Alignment

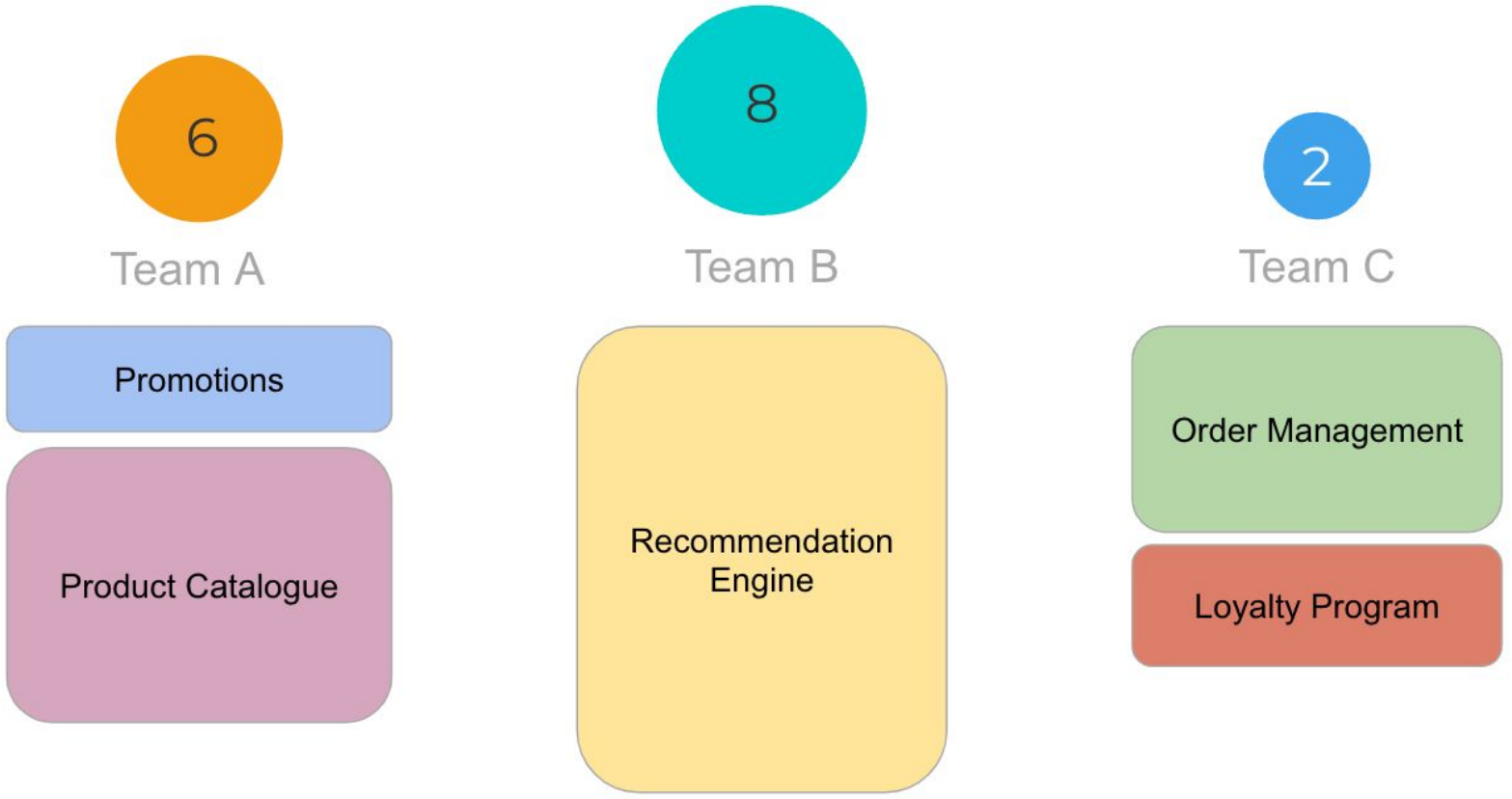
Define the values, principles, strategies, incentives and experience required to enable high-quality, aligned distributed decision making.



Funding

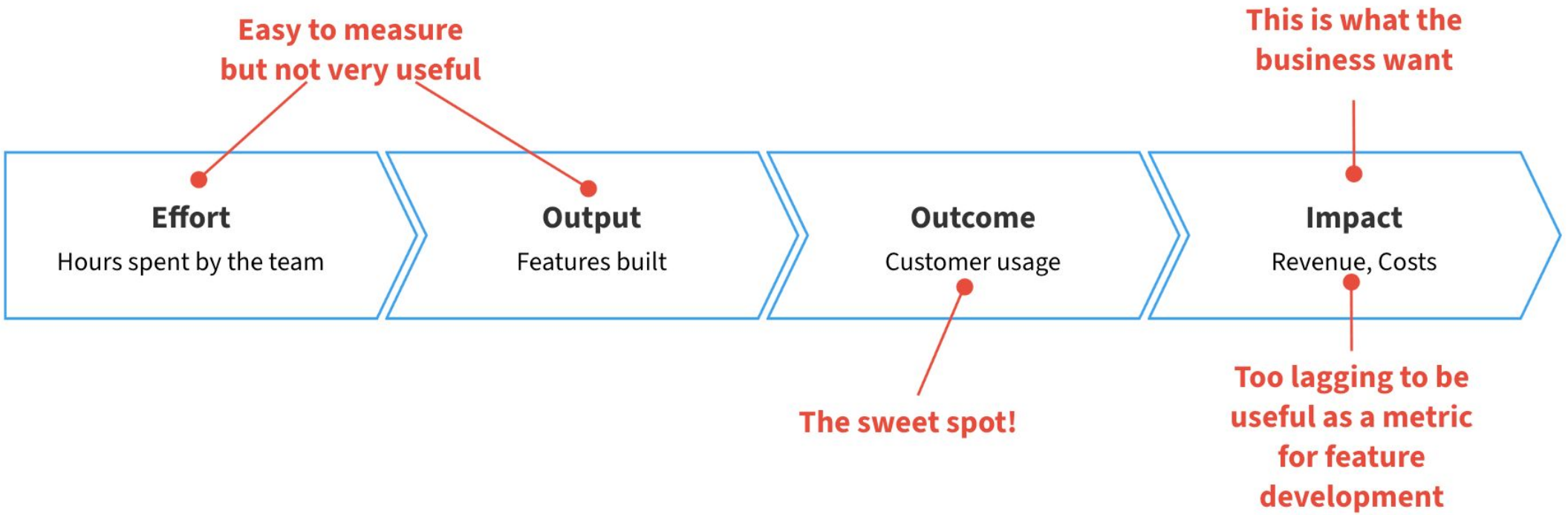
Fund value streams, not teams

Determine team sizes by associated value streams



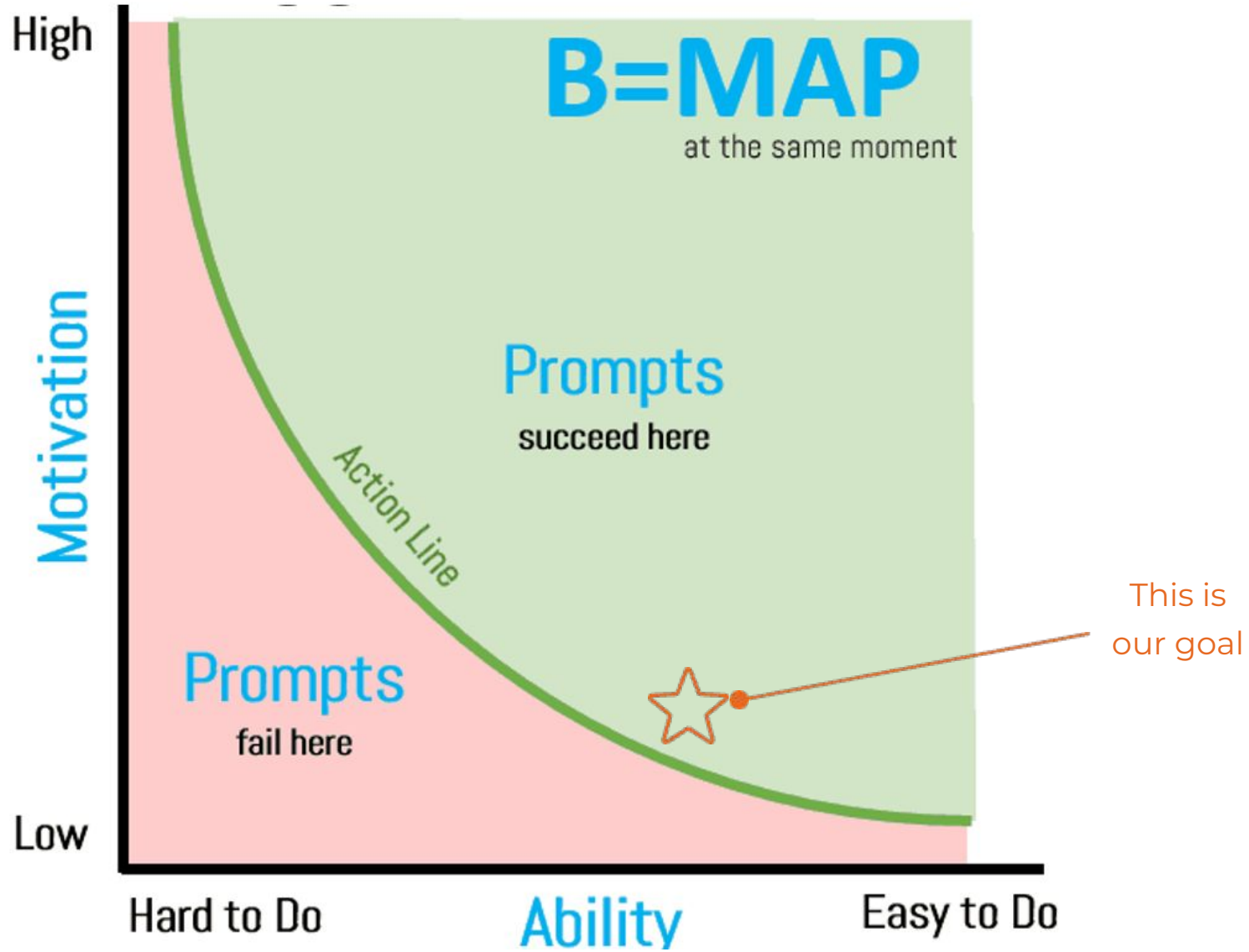
Governance

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


High
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fail here
This is
our goal
Hard to Do
Ability
Easy to Do

It’s free

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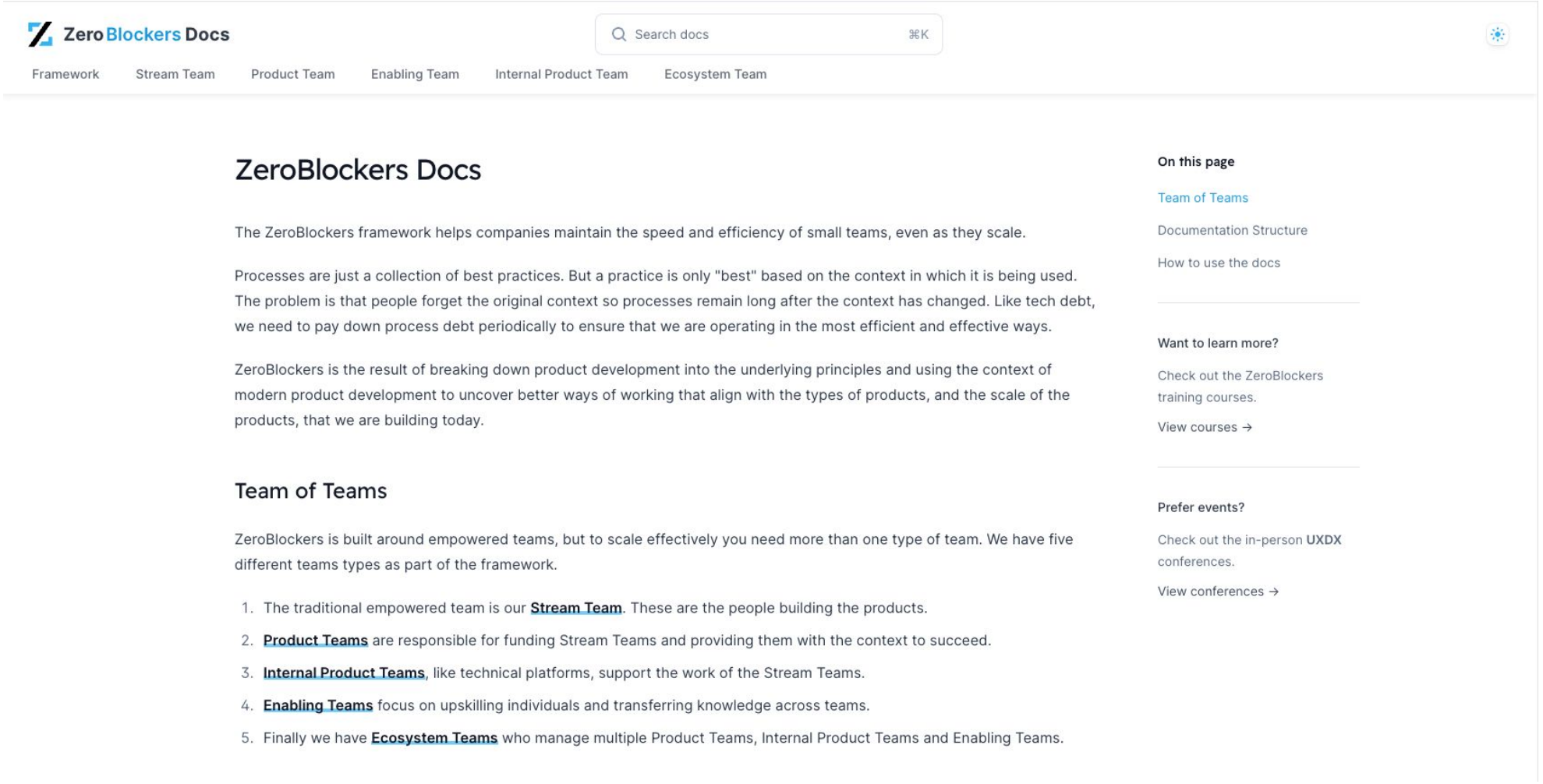

Summary

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

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- https://linkedin.com/in/rorymadden
- https://docs.zeroblockers.com

  Free documentation that goes over all of the processes