



Delta CX

Stop Evangelizing UX (And What To Do Instead)

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Take pics! Many tweet-able moments!

@Delta_CX

#DeltaCX



CX Is In Trouble

SAFe Agile goes in the wrong direction



Evangelism sounds and looks like this



I'm Trying Something New



“DevOps ICU” is my new training program



Somewhere in a Parallel
Universe...
Slide 1 Goes Like This...



DevOps ICU

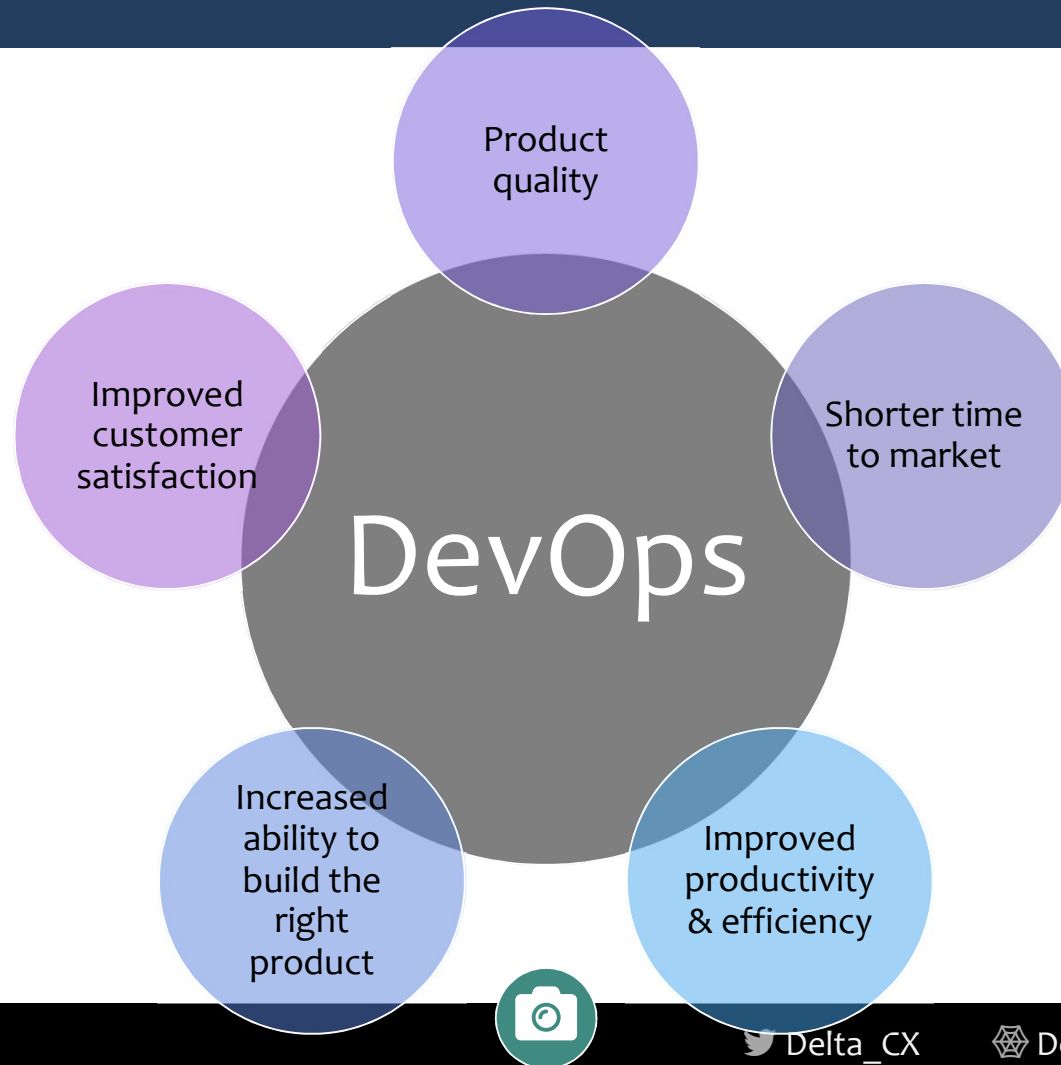
“Improving Results by (Correctly) Integrating UX”

“Integrating UX, Product Design, and Agile”

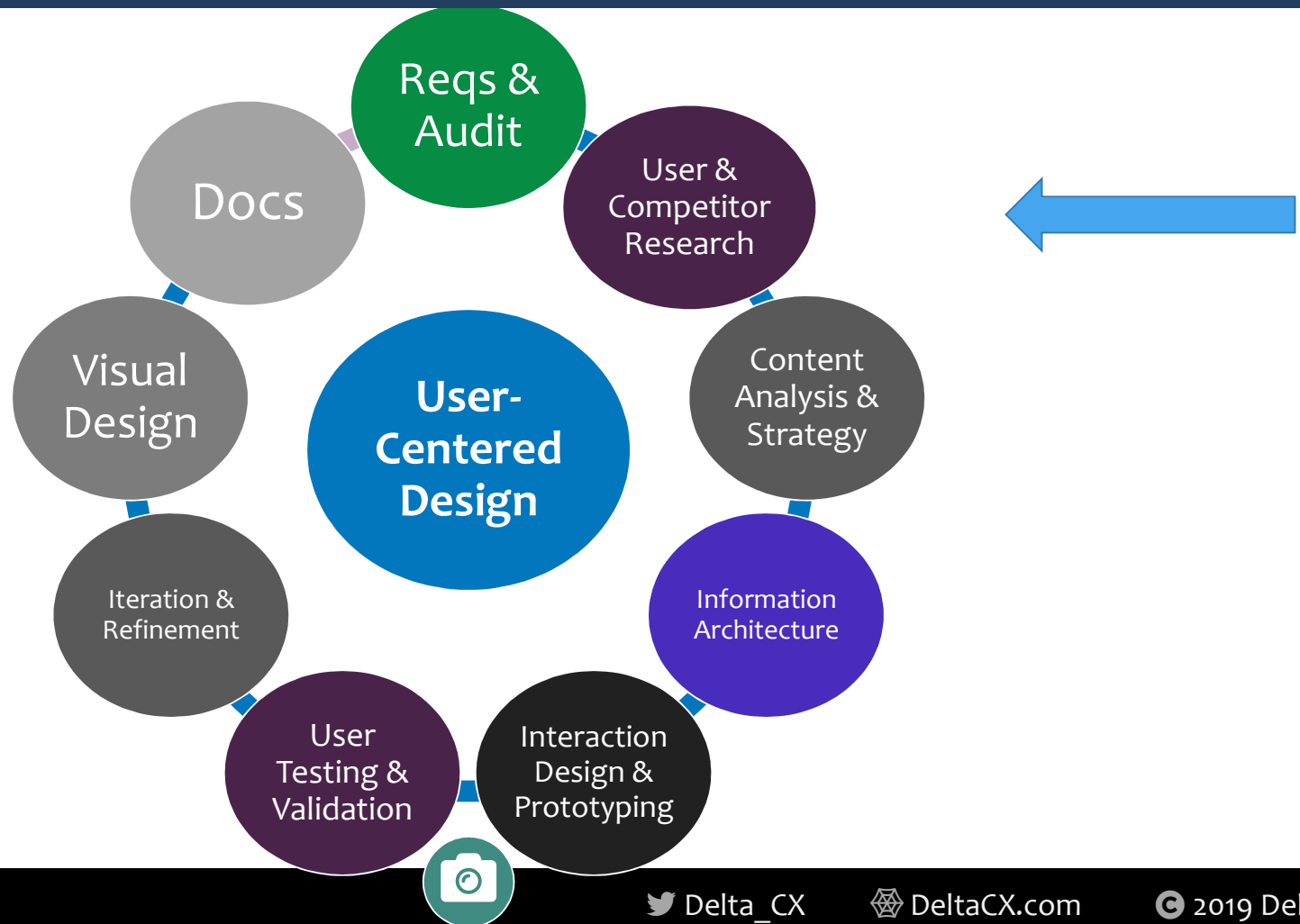
“Improving Product and Culture by Correctly Integrating UX Specialists and Processes”

“Integrating UX Saves Devs Time, Money, and Sanity”

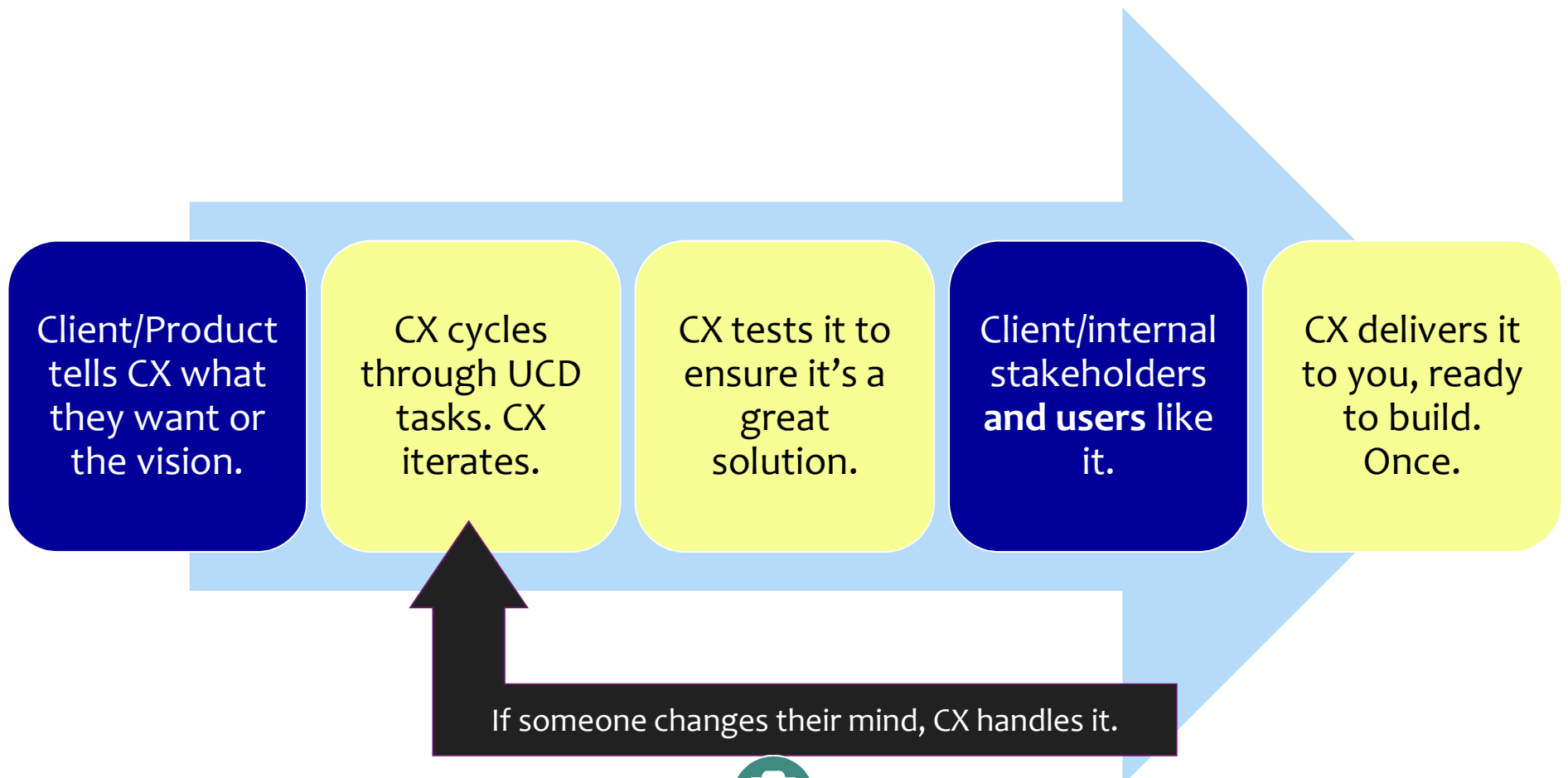
DevOps results



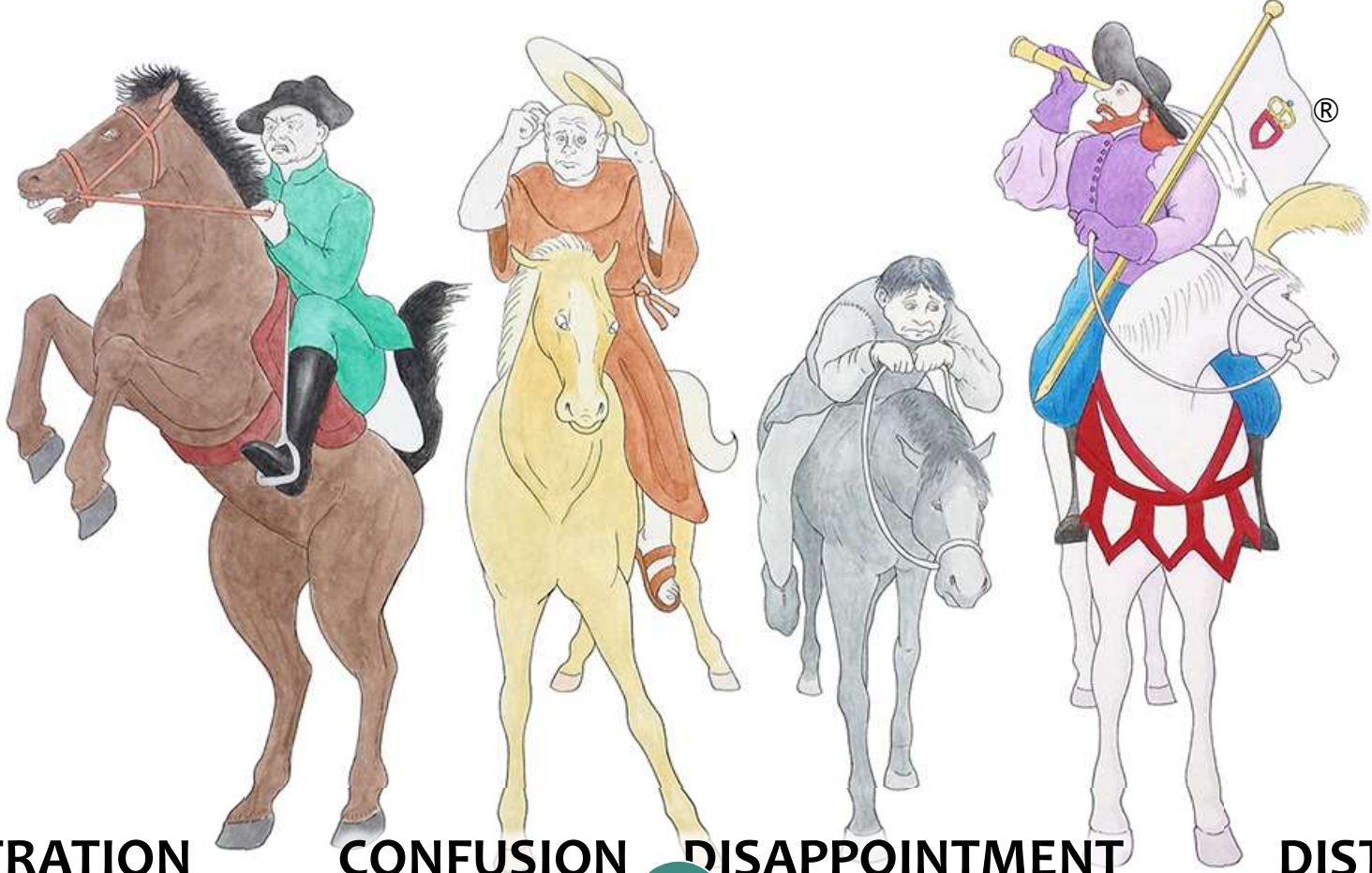
UCD process: Research



Dev process with CX



The Four Horsemen of Bad CX™



FRUSTRATION

CONFUSION

DISAPPOINTMENT

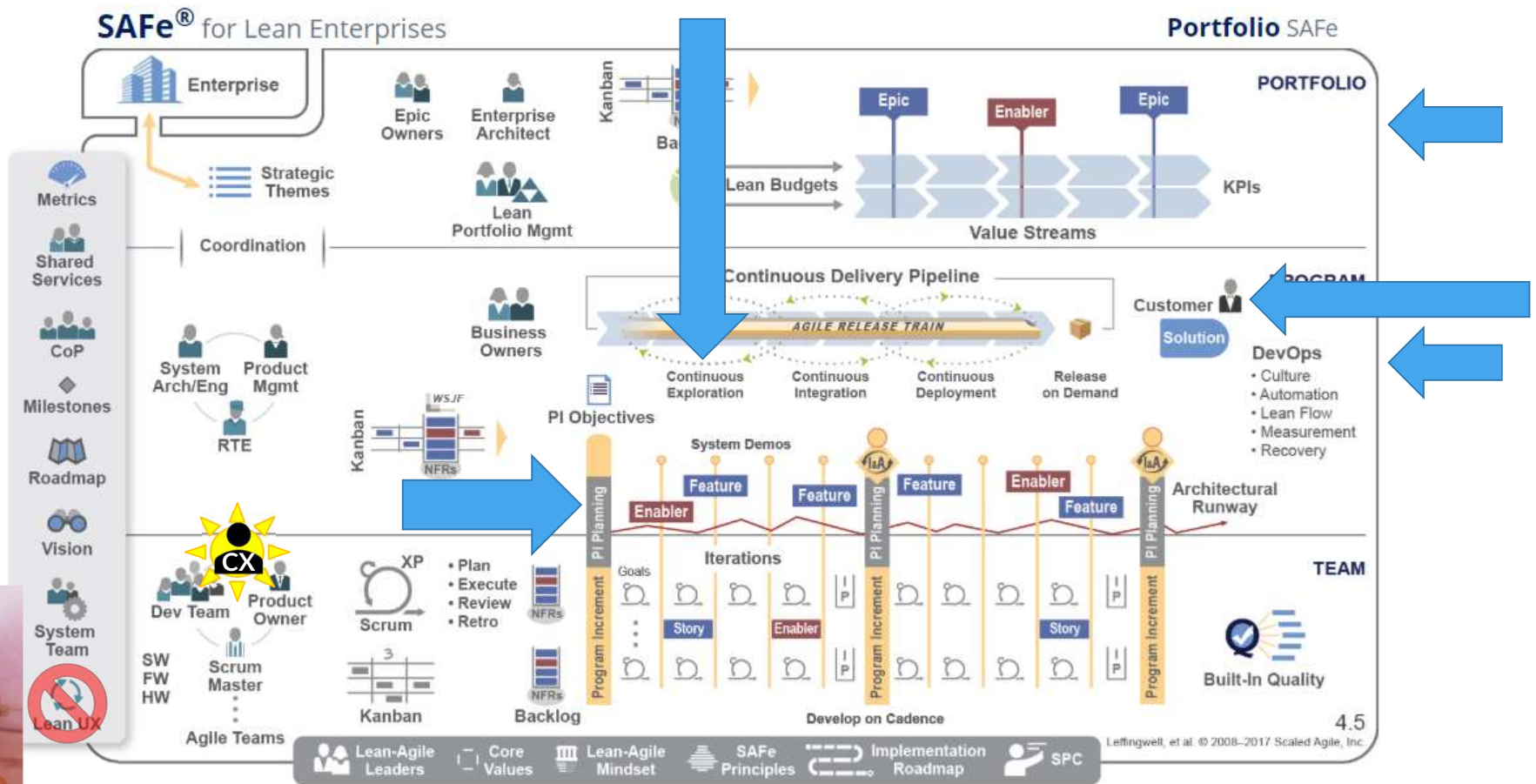
DISTRACTION



Lean MVP = Minimum *Valuable* Product



CX and Agile are friends



For larger features, think workflow



The reason why CX designs and tests complete workflows rather than separate pieces in isolation.

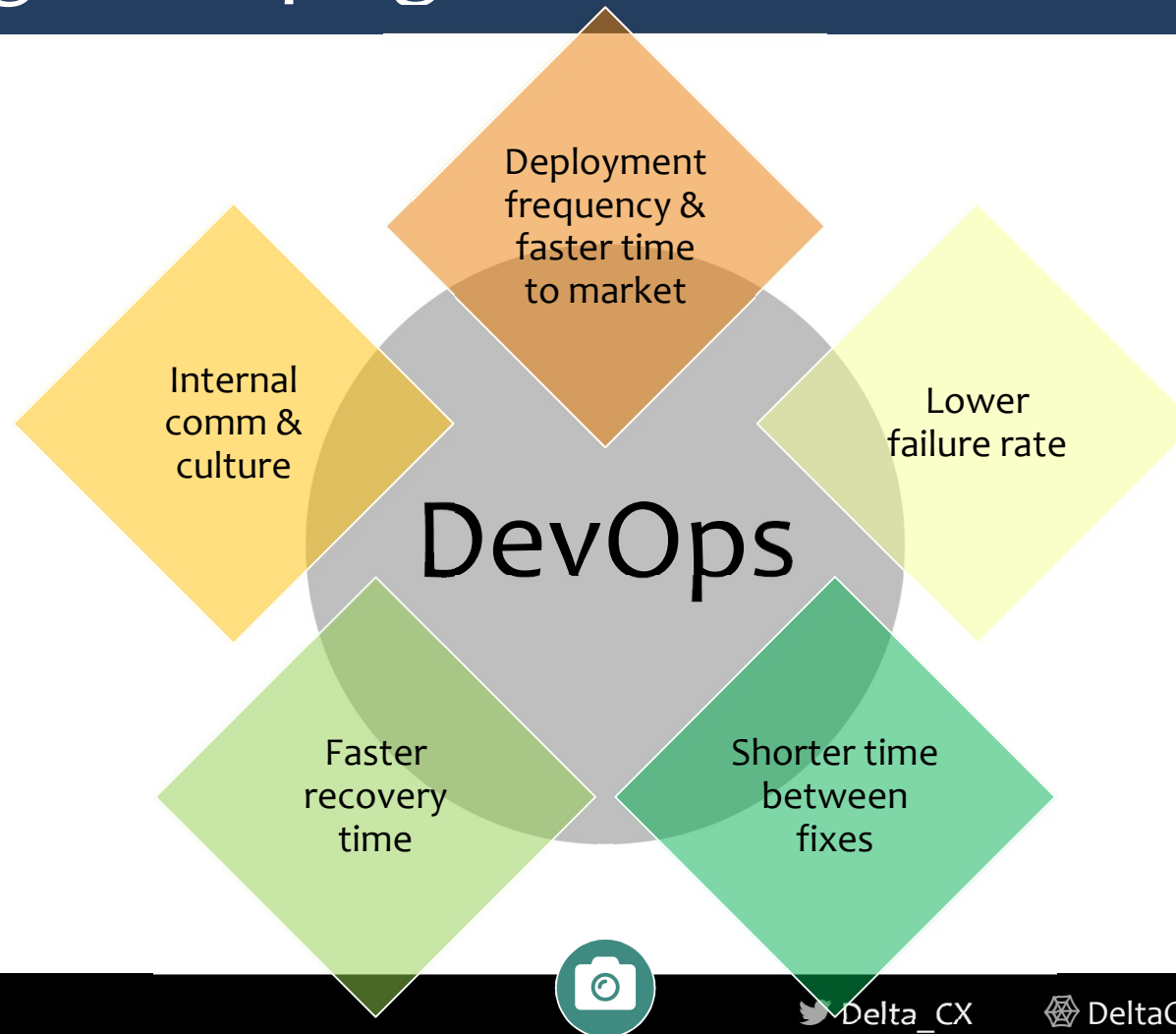
Know early, pivot early, or abandon early



Hire the right number of talented people

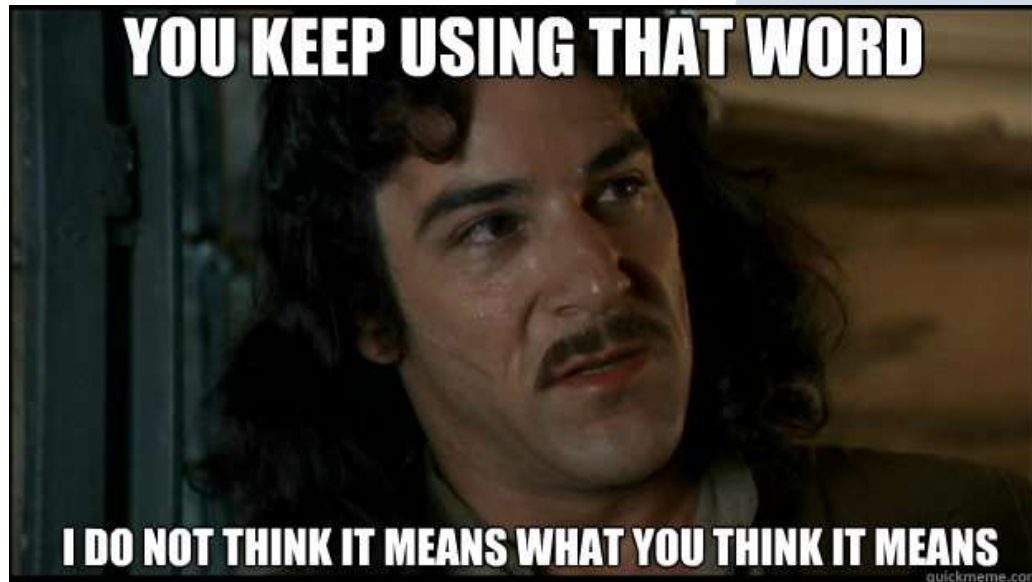


Measuring DevOps goal achievement



That thing you tried might not have been CX

- Following SAFe's idea to remove CX specialists.
- Insisting that CX practitioners train others to do their job or *help make everybody the most excellent designer they can be*.
- Hiring artists to do CX.
- Hiring production designers (looking to just take orders) when you need creative problem solvers.
- Sending non-CX roles to a conference session, bootcamp, or to read some CX books (so they can do CX tasks).
- Giving CX work to "anybody" whether or not CX is a bottleneck.



DevOpsI CU.com



I don't demand empathy

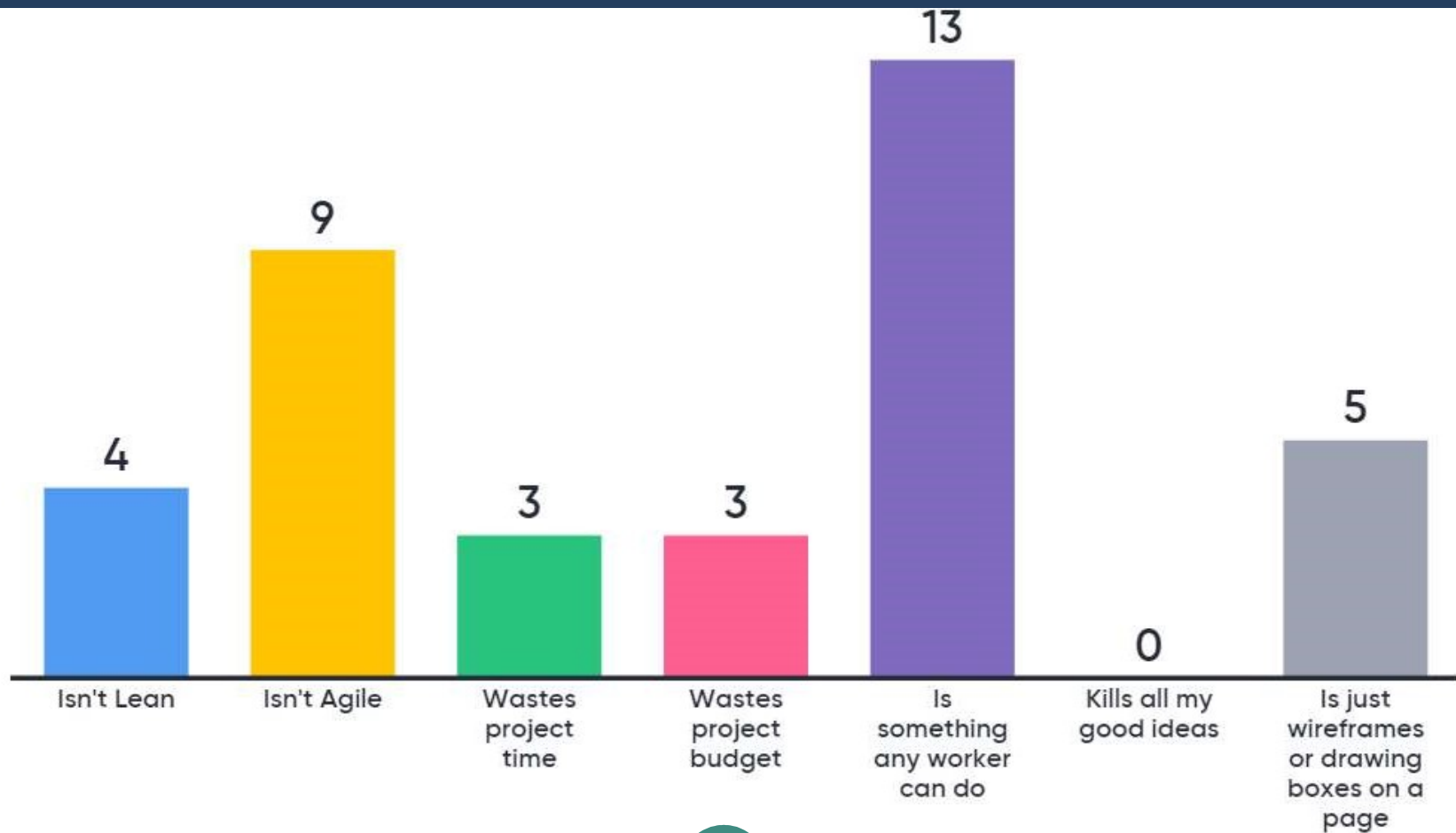


My Fresh Angle is Mostly Working

It's mostly going well



Here's how the workshop starts...



And how it ends...



Walking the Walk: Process and Collaboration

Deb says:

“You will go much farther being an important part of the team than you will by holding another meeting about how you should be an important part of the team.”



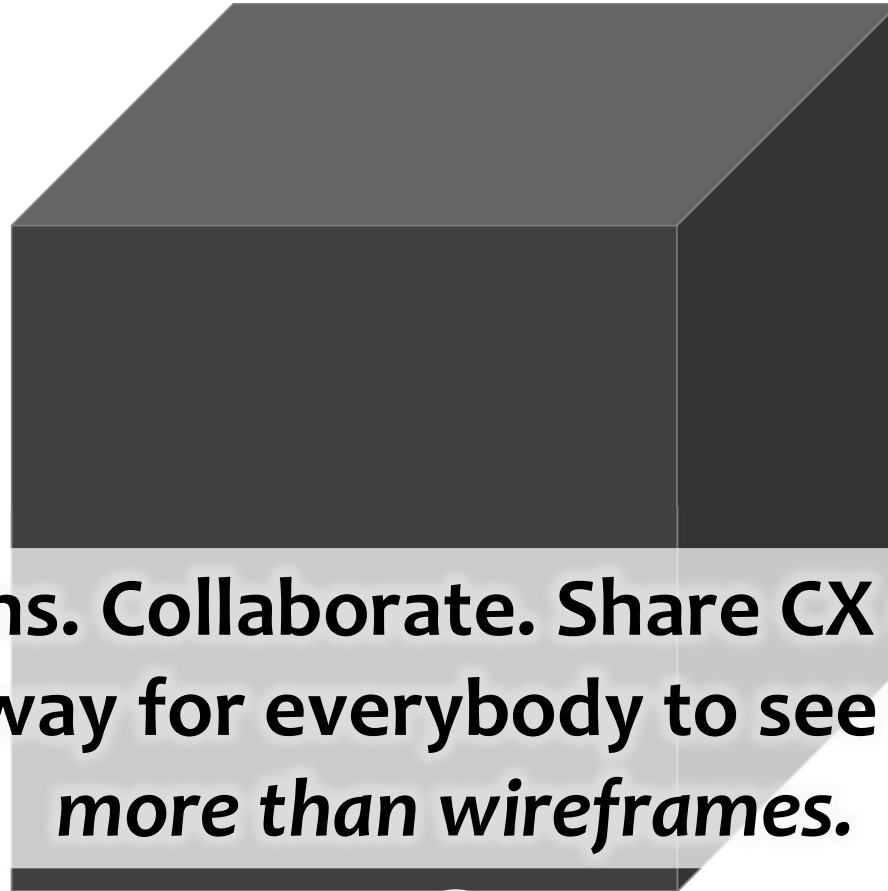
Empathy for teammates

point of view
Empathy [em
understandin

We should be using our CX abilities to architect a co-worker experience that matches everybody's needs.




CX is seen as a black box



**Ask questions. Collaborate. Share CX deliverables.
Best way for everybody to see we do
*more than wireframes.***



Try to answer *immediately*



 commented 3 minutes ago

Author




@ @DebbieUX @ I think, you will agree with my point here



DebbieUX commented a minute ago



Here is the behavior I would expect as a  customer:

1. I have selected Call Me to show for 5 seconds.
2. If nobody taps on Call Me, after 5 seconds, it goes away.
3. If someone taps on Call Me, it does NOT go away because I expect them to continue interacting with it (entering phone number, initiating the call, etc).

What does this do now?



Go to the meetings



I want them to think that Debbie...

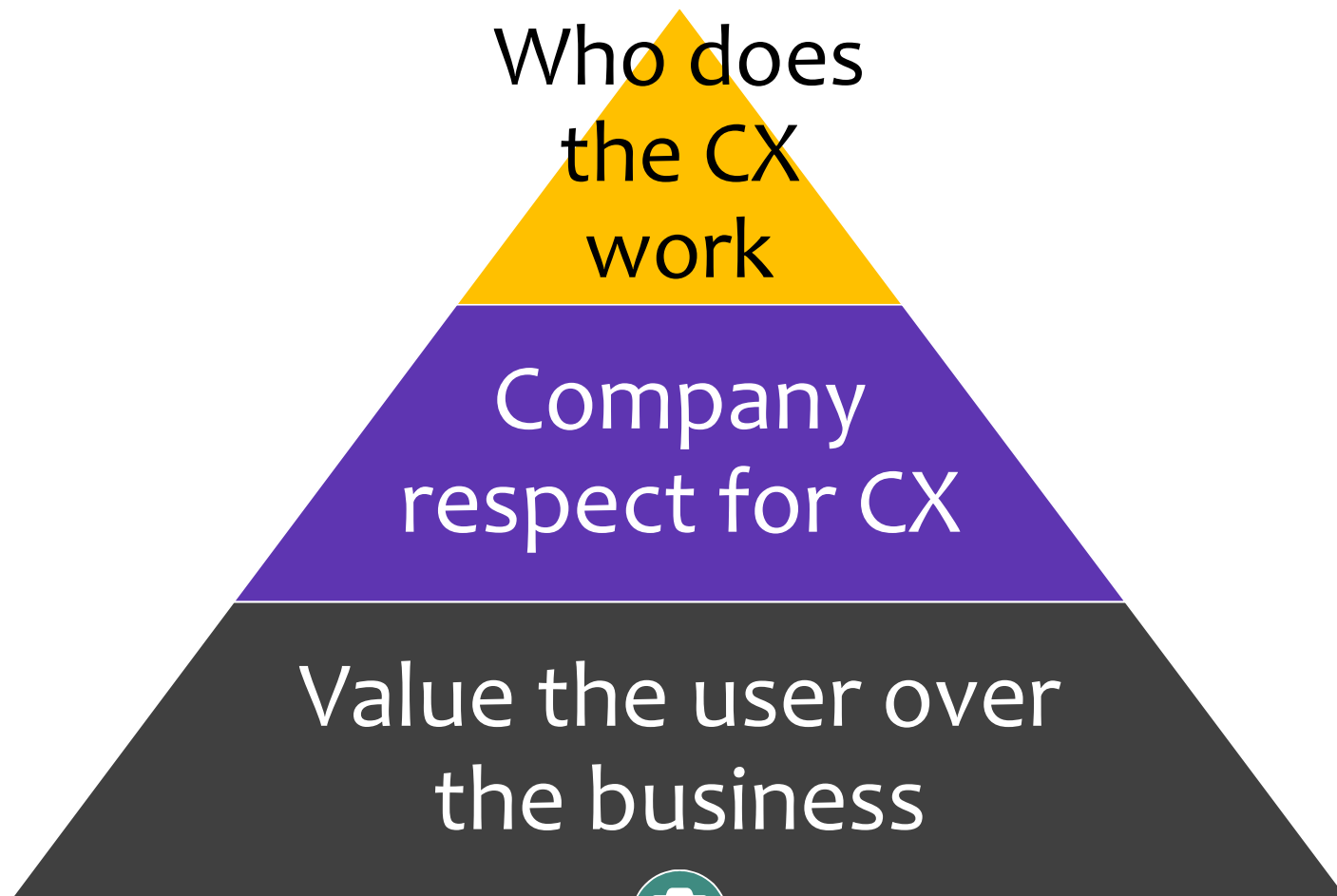
- Listens to and considers Engineering's ideas.
- Explains her ideas, designs, and decisions.
- Collaborates early and often, and doesn't blindsides Engineering later with finalized designs.
- Is a fun person I like to talk to.
- Has no ego.
- Makes Engineering feel included.
- Has made Engineering see the importance of CX by solving small and large things quickly so their work wasn't delayed.



Walking the Walk: Who We Hire



Three ingredients for success



Short-Order Cooks vs Interface Scientists



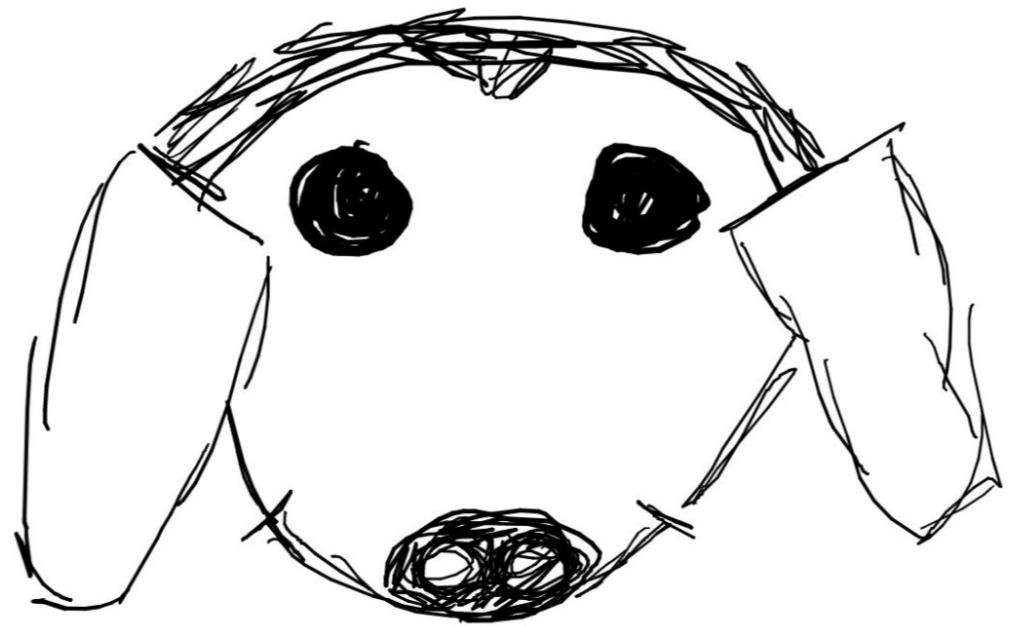
**All CX hires should be Interface Scientists.
We must stop hiring Short-Order Cooks and
expecting full and great UCD from them.**

Will the desired CX expert get this job?

- 60% – Design elegant and thoughtful user experiences across multiple enterprise and customer-facing products. The scope of this spans across the full user-centered design process: user research, testing, design, communication.
- ➔ 20% – Work hand-in-hand with IT Team to implement high-fidelity prototypes for web and mobile app experiences.
- ➔ 20% – Take on side projects including but not limited to: illustrations, print pieces, presentation collateral and infographics.




I'm not an illustrator




Debbie, age 47

Mind the gate



If we want to teach others at our company that CX is a unique specialty, we must hire as if it's a unique specialty.

Juniors need mentoring



What message do we send when we hire only/mostly juniors and expect them to do expert-level work or carry entire projects?

Walking the Walk: Management and Leadership

Strong CX leaders should...

- Work with managers from the Product and Project departments to make sure that CX is brought in during the earliest planning of features and stories.
- Work with leads from other departments to make sure they let CX do their job. Agile Manifesto Principle #5!
- Not push people to be Jacks-of-all-Trades.
- Consider more medium fidelity work. (NN/g agrees.)
- Create more realistic interaction prototypes.



Strong CX leaders should...

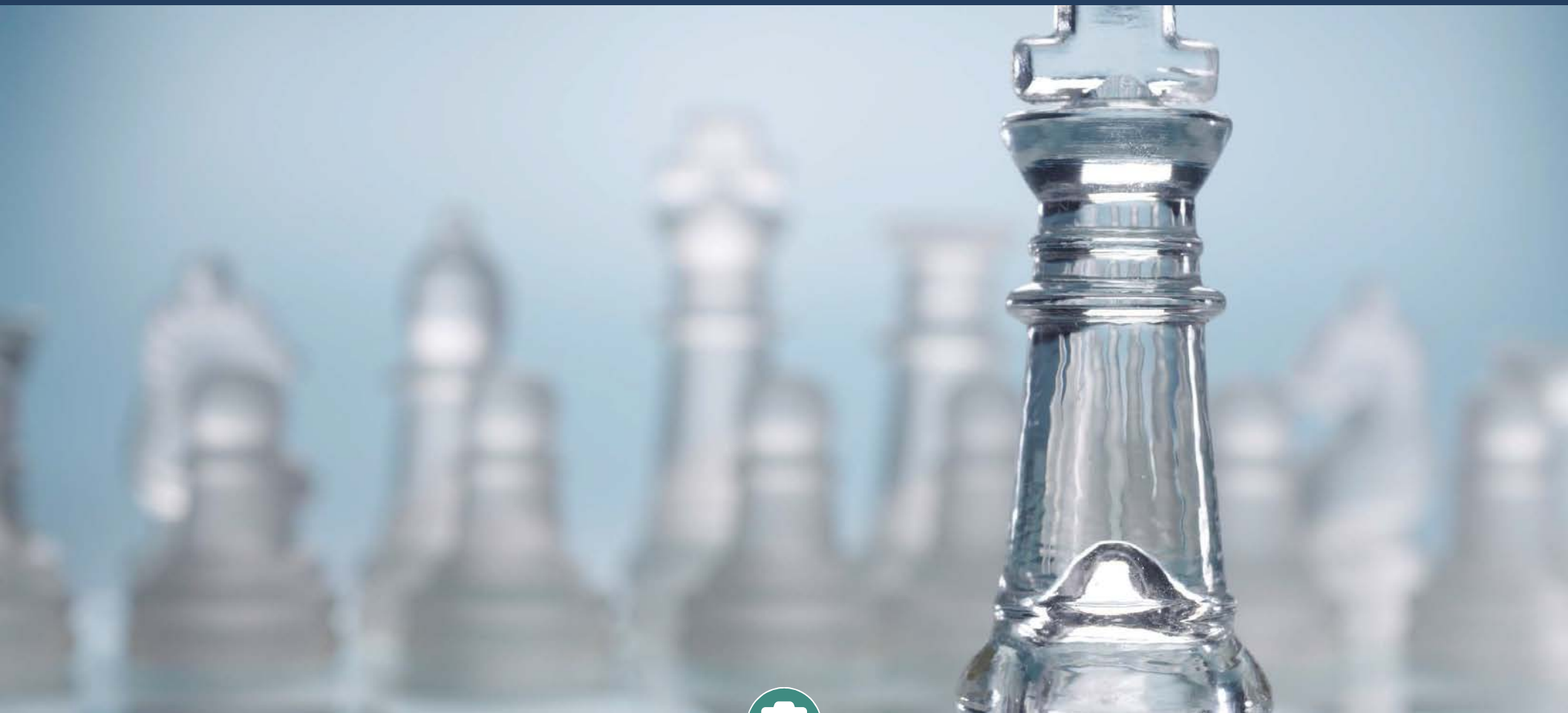
- For diversity, inclusion, and flexibility, consider more remote workers.
- Watch for people being set up to fail.
- Check that every cross-functional team a CX practitioner is being assigned to knows what CX is.
- Many of these sound like they need *evangelism* but remember from my workshop that there are better ways to explain CX than the approach many of us have been taking.
- It requires department-level and project level CX strategy that goes way beyond “we should evangelize what we do.”



Some Things That Concern Me

(the very short version)

Who should work on challenging products?



Our work is about depth and quality

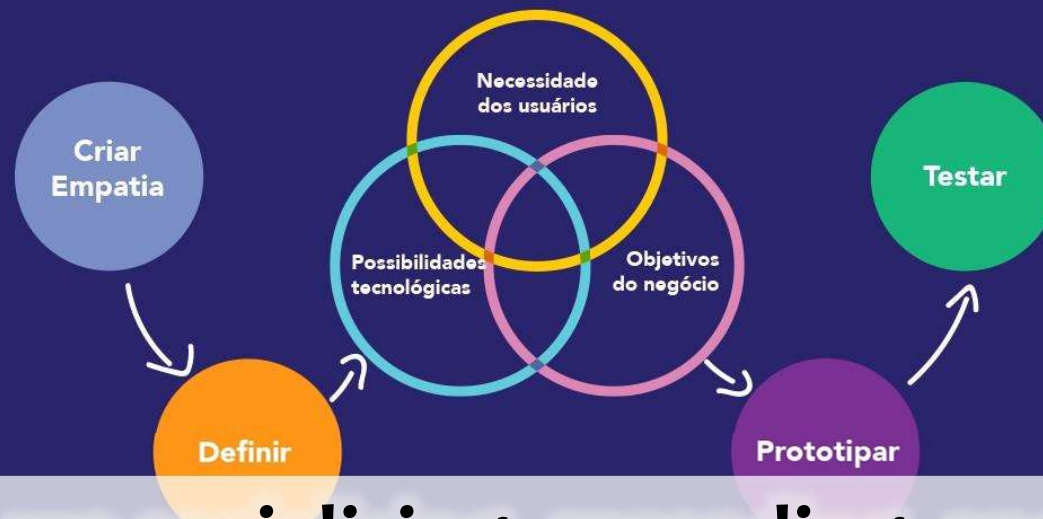


Our brand and projects are too important to be left to guesses and assumptions.



Is this your “UX process?”

O PROCESSO DE UX



Why are we socializing, spreading, and training something we don't even do?



Aaaaaaaa The Four Horsemen won this time!



What isn't design thinking?



General Assembly

111,711 followers

2d

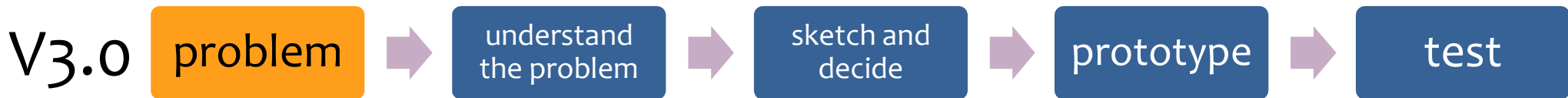
+ Follow

Empathizing with users isn't just a UX concept. How applying design thinking to code refactoring can lead to a better software experience: <https://ga.co/2zthzAy>

“We hosted our first ever Kids Think Design workshop! Our suspicions were confirmed – kids are the best design thinkers around!”



Design sprints are (d)evolving fast



Hey, I'm just concerned

*“Senior UX Designer. Manchester, UK //
Multidisciplinary, agile teams // Workshop
facilitation // Design Sprints // 3 months //
£400-450/day”*

**When everybody's certified in design sprints or
design thinking, will they still need CX experts?**



A “UX” book removing our power. The book says...

- “Whether your team does fieldwork or labwork, research generates a lot of raw data. Making sense of this can be time-consuming and frustrating – so the process is often handed over to specialists who are asked to synthesize research findings. You shouldn’t do this. Instead, work as hard as you can to make sense of the data as a team.”
- This book defines collaboration as ‘doing all work by committee.’ Plan research, undertake research, interpret research, information architecture, interaction design, plan testing, undertake testing, interpret testing, etc. *Evidently we all have equal ability, talent, and skill!*
- This book was used as the model for SAFe Agile, which explains why they have such little respect for what we do and imagine the whole team can do CX (and including us is optional).



What to do instead

- Get out of the building. Have the team observe labs and field studies to better understand customers' realities.
- Ideation workshops, format ideas like user stories. No sketching.
- Get all design sprint ideas and move the best through UCD.
- Workshops must have success criteria and KPIs. Calculate costs & ROI.
 - Watch workshop outputs. What did they cost in the short and long term? What did they produce, if anything? Why did they fail?
 - Having success criteria and better calculating costs and ROI will shine bright spotlights when the workshop declares outcomes like, "Everybody really enjoyed design thinking," or, "We had camaraderie and stakeholders felt involved."
- Shift terms to what you really mean. Talk about CX (without evangelizing). Refer to your tasks and process. Every job at our company is complex. Don't water CX down.



How To Get A Seat At The Table

CX doesn't have a "seat at the table"



Tie CX to ROI, metrics, & biz goal achievement


You

Marketing

Best
Friends
Forever!

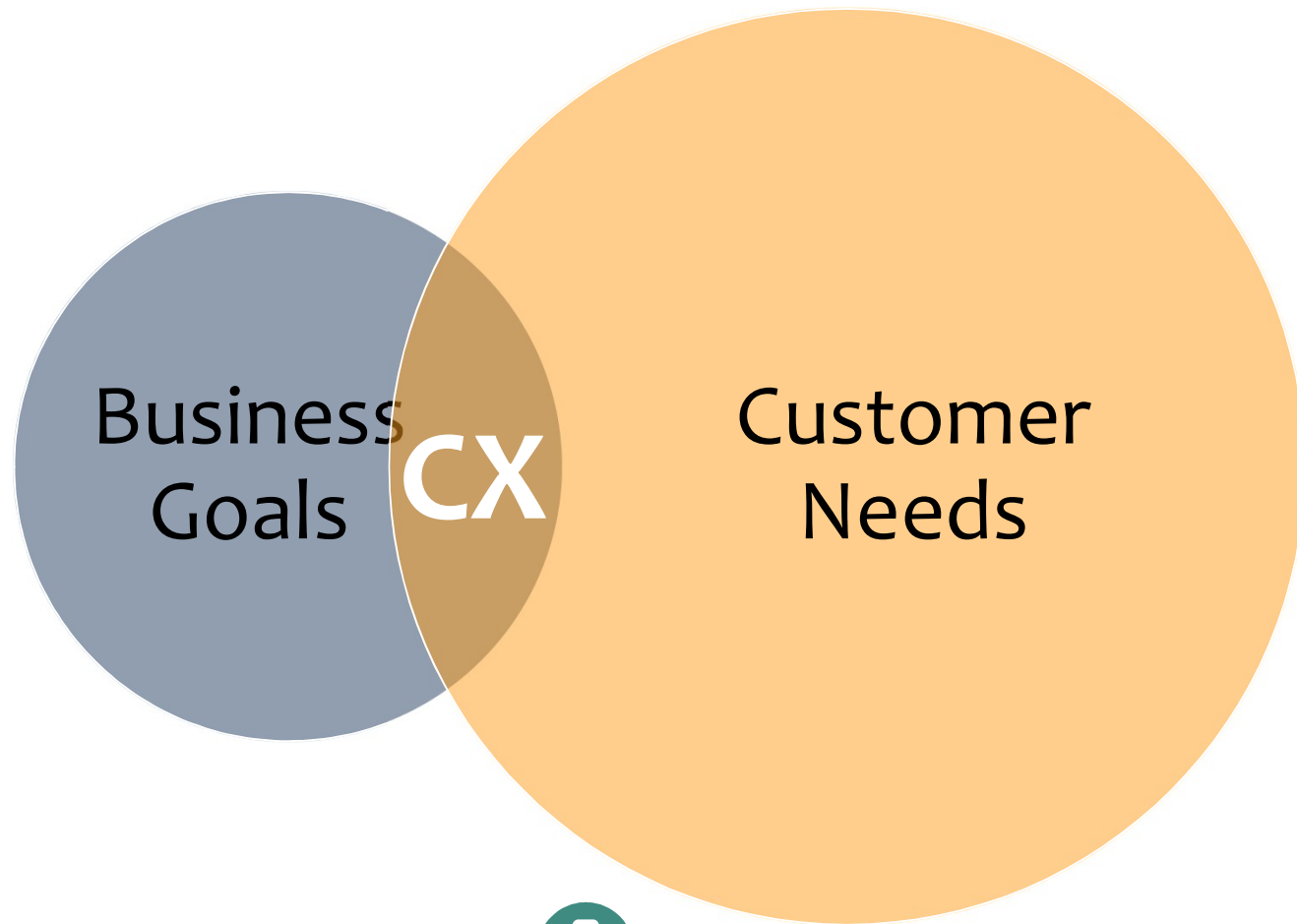


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Business goals vs customer needs



Business goals vs customer goals

Business Goals

Customer Needs

CX

Agile Manifesto Principle #2:

Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.



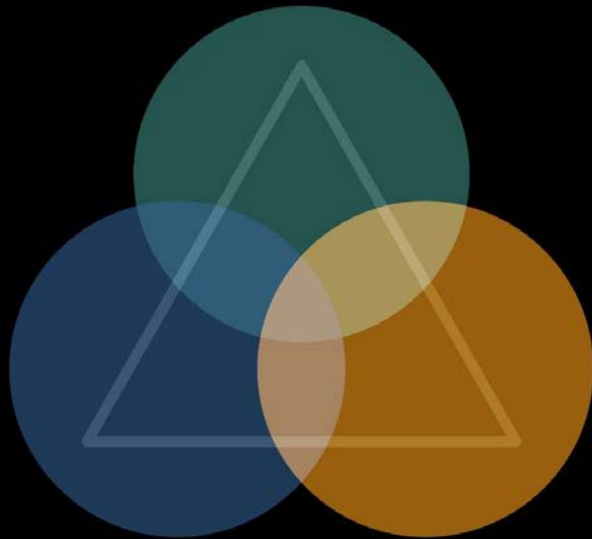
We Can Improve Our CX World

Delta CX 9 core principles

1. **Our Highest Priority Is Customer Satisfaction.**
2. **Quality Over Speed.**
3. **Don't Get Trendy.** Forget the buzzwords and gurus.
4. **Grounded in Proper Research.**
5. **Success Relies on Action Heroes.** Correctly assess CX candidates.
6. **Collaboration with Respect.** Break down silos; don't design by committee.
7. **Play to People's Strengths.** Most unicorns aren't really unicorns.
8. **Customer Touchpoints.** Every interaction a customer has adds to the story they tell themselves and others about your brand.
9. **The Cambiata.** Strategically take the best path to achieve the above, even if the path is non-linear. Think critically and be a change agent.



Delta CX



The Truth About
How Valuing Customer Experience
Can Transform Your Business

by **Debbie Levitt**

plus contributors Angie Born and Tanya Netayavichitr

Now available as a book!

- 570 paperback pages
- 10780 Kindle locations
- 15 interviews
- (unlikely to become a 21-hr audiobook)

<https://DeltaCX.com>

<https://DeltaCX.link/joinslack>

Search Amazon for “Delta CX”

Pal Mickey: 1997 – 2008 and incredibly innovative

