Are You Asking Enough From Your Designers?

A guide by Eric Andrikaitis

Agenda

- What is design?
- Why should I care more about design?
- How do I get more from designers?
- What do different designers do?
- What should I look for in designers?
- What are some myths about design?
- Q&A time

Design is to **design** the **design** of a **design**

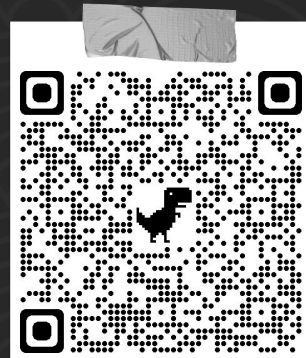**Noun;** general concept of the field

Verb; an activity or action

Noun; a plan or intention

Noun; a finished outcome

Why should I care more about design?

Companies that excel at design grow revenues and shareholder returns at nearly twice the rate of their industry peers.

McKinsey & Company - "The Business Value of Design"

Just how strategic is the role of design?

Three broad phases of design utilization in organizations:

1. Aesthetics and Form
2. End-to-End Experiences
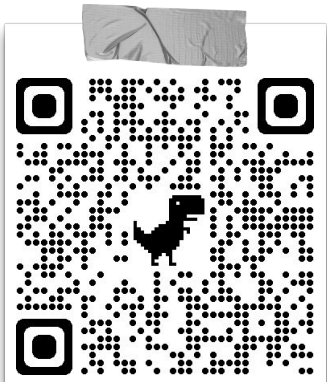3. Design Infuses Everything

Phase #1

Aesthetics and Form

Phase #1

41% of companies are at a base level when they are hiring designers.

Invision - "The New Design Frontier"

Phase #1

These companies are focused on the most visible aspects of design — the pixels on the screen.

Phase #1

In this phase, design makes things look good and easy to use.

User Experience (UX) is a magic potion that's sprinkled sparsely over a user interface (UI) to shine it up.

While this is an improvement, investment in design is just getting started in this phase.

Phase #1

Key Activities of Designers:

1. **Wireframes**
2. **User Interfaces**
3. **Interactive Prototypes**

Key Benefits from Design:

1. **Product Usability**

Phase #2

End-to-End Experiences

Phase #2

This phase is broader in scope and can cover around ==42% of companies.==

Phase #2

Design teams at these orgs have developed more collaborative processes.

They may also have documented, substantial design practices that share responsibility with key partners in the org.

Phase #2

In this phase, the workplace becomes a workshop and design is a scalable operation.

User Experience (UX) is thought about across the organization and UX quality is tracked and measured.

Phase #2

Key Activities of Designers:

1. **Workshops**
2. **Rapid Sketching**
3. **Stakeholder Input**
4. **Planning and Prioritization**
5. **Design Briefs**
6. **Written Documents**

Key Benefits from Design:
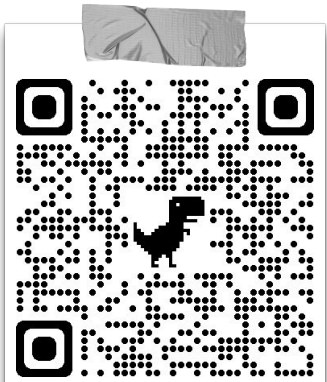
1. **Product Usability**
2. **Customer Satisfaction**
3. **Revenue**

Phase #3

Design Infuses Everything

Phase #3

This phase is much more narrow and covers only **17% of companies.**

It could take **20 years** to get from Phase 1 to Phase 3.

Nielsen Norman Group - "Corporate UX Maturity"

Phase #3

In this phase, <mark>hypotheses and experimentation power design</mark> and <mark>design means business.</mark>

User data determines what types of projects the company should fund.

The concept of total user experience defines *all* forms of customer interactions with the company.

Phase #3

Key Activities of Designers:

1. **Concept Testing**
2. **Analytics Data**
3. **Trendspotting and Foresight**
4. **Product Market Fit**
5. **Vision Artifacts**
6. **Cross-Platform Strategies**

Key Benefits from Design:

1. **Product Usability**
2. **Customer Satisfaction**
3. **Revenue**
4. **Project-Specific Metrics**
5. **Cost Savings**
6. **Time to Market**
7. **Entry in New Markets**
8. **Employee Productivity**
9. **Brand Equity**

How do we get from Phase 1 to Phase 2?

(Artifacts and Form)   (End-to End Experience)

Design is more than the creation of **artifacts.**

Activities of Designers in Phase 1:

1. **Wireframes**
2. **User Interfaces**
3. **Interactive Prototypes**

Key Benefits from Design in Phase 1:
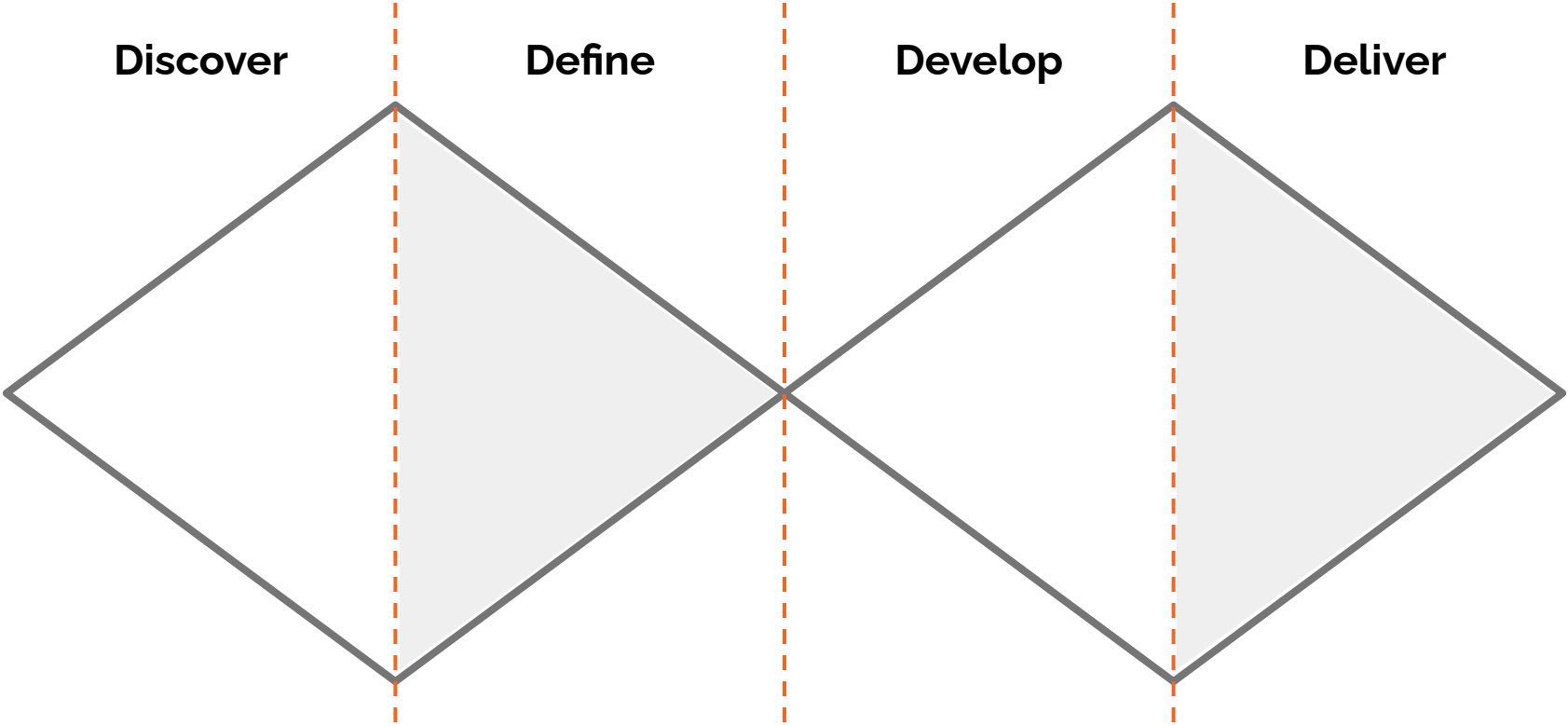
1. **Product Usability**

Building the right thing
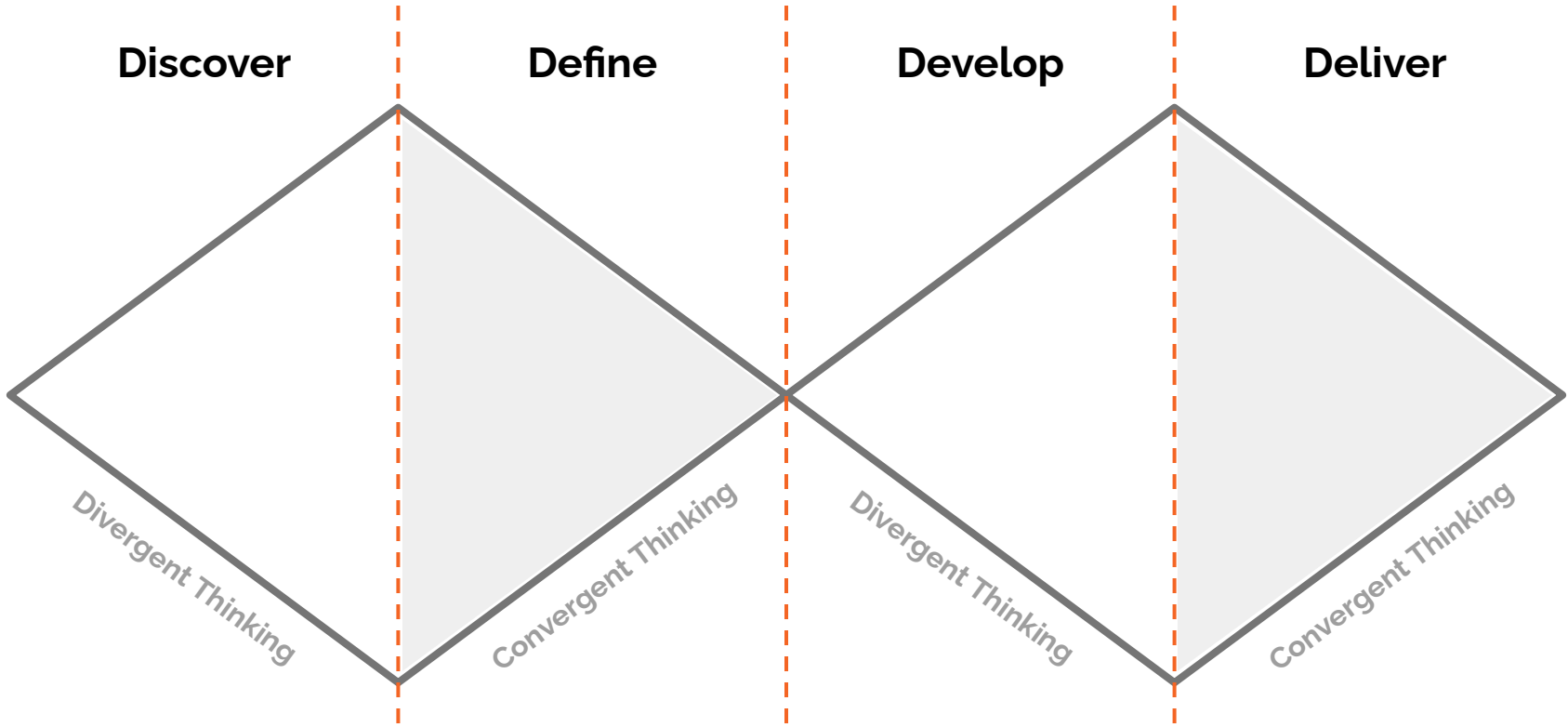
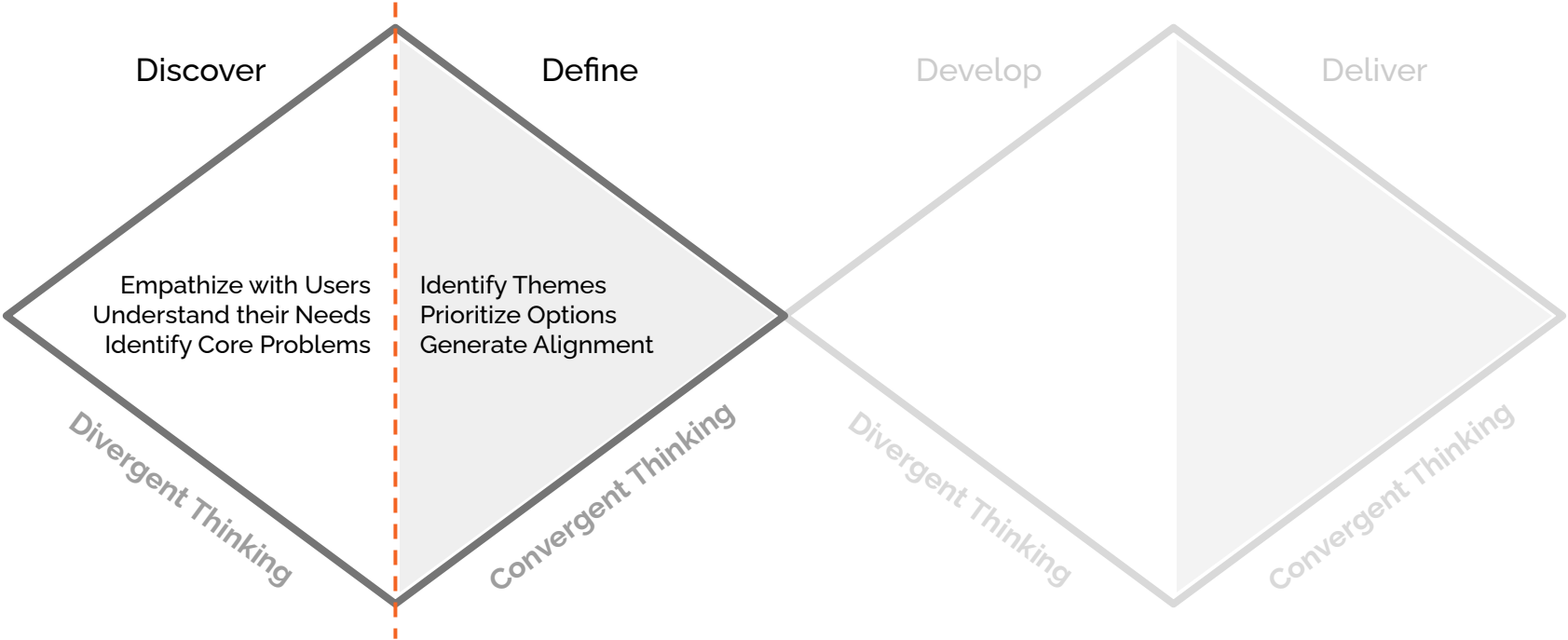# Building the thing right

Discover   **Define**   **Develop**   **Deliver**

Discover   **Define**   **Develop**   **Deliver**

Divergent Thinking   Convergent Thinking   Divergent Thinking   Convergent Thinking

Problem Space

Solution Space

Discover

Define

Develop

Deliver

Empathize with Users
Understand their Needs
Identify Core Problems

Identify Themes
Prioritize Options
Generate Alignment

Divergent Thinking

Convergent Thinking

Divergent Thinking

Convergent Thinking

Problem Space

Solution Space

Discover

Define

Develop

Deliver

Ideate on Solutions

Divergent Thinking

Convergent Thinking

Divergent Thinking

Convergent Thinking

By keeping design in the Solution Space, you're only getting half value

Solution Space

Develop   Deliver

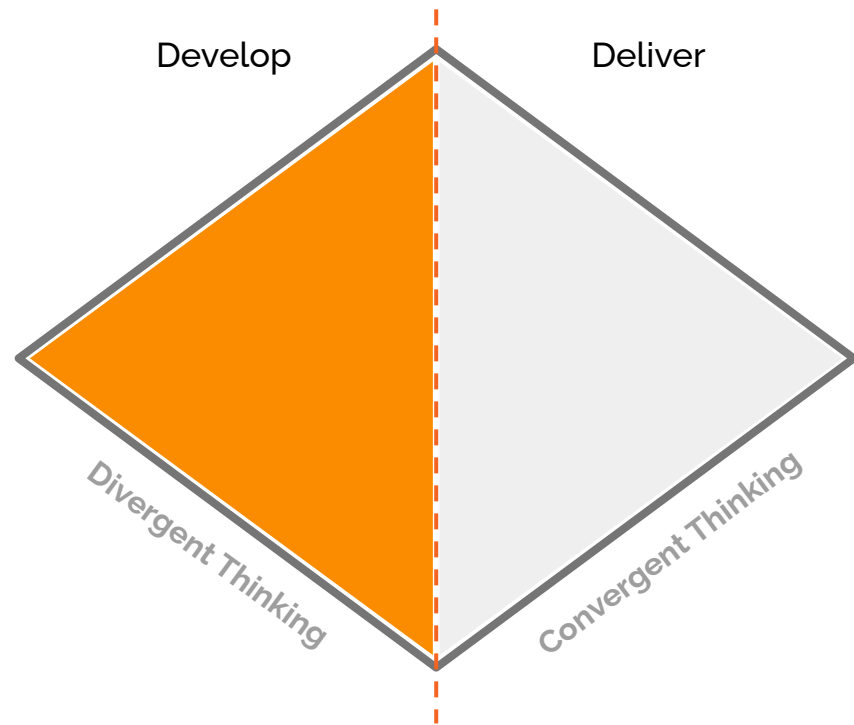Divergent Thinking   Convergent Thinking
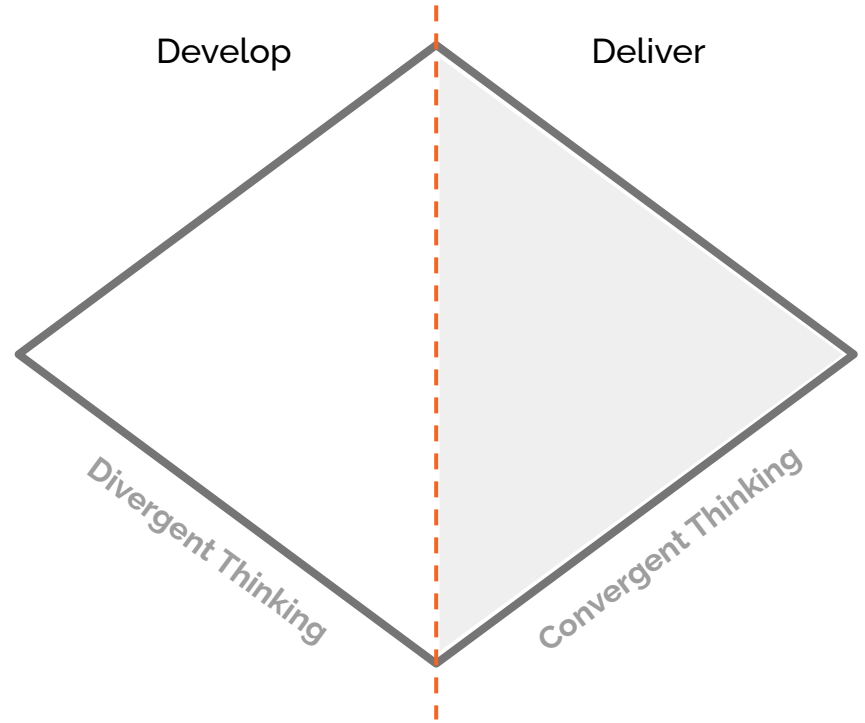
Design as Strategy Verification

1. **Verifying Strategy**
2. **Crafting User Flows**
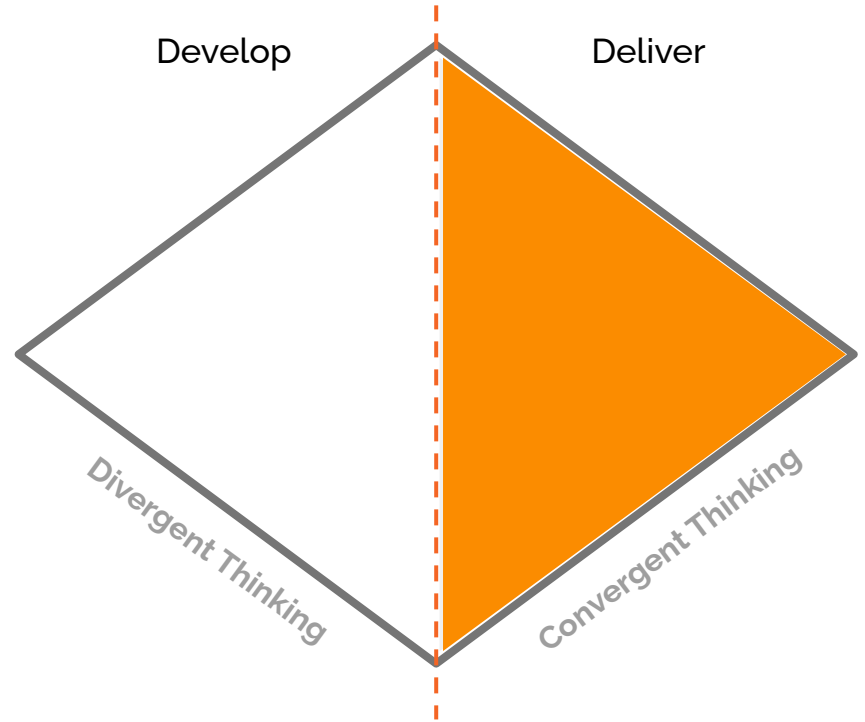3. **Testing Assumptions**
4. **Mitigating Risks**

Solution Space

Develop   Deliver

Divergent Thinking

Convergent Thinking

Design as Surface Layer

1. **Delivering Documentation**
2. **Crafting UIs**
3. **Usability Testing**
4. **Refining**

Solution Space

Develop   Deliver

Divergent Thinking   *Convergent Thinking*

Ok, we get it.

What do we do with the designers we currently have?

How many **different names** do we really need for designers?

"Unicorn"

UX Engineer

Product Designer

UX Designer

Web Designer

UI Designer

Interaction Designer

UX Researcher

Visual Designer

DISCOVERY DEFINITION DEVELOPMENT DELIVERY

Companies don't know what they want.

You don't have to be one of those companies.

Designers put titles on their resume because they think that's what will get them hired.

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UX Designer

| DISCOVERY | DEFINITION | DEVELOPMENT | DELIVERY |

UX Designer

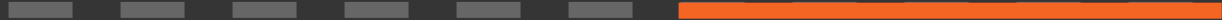DISCOVERY   DEFINITION   DEVELOPMENT   DELIVERY

"Unicorn"

UX Engineer

Product Designer

UX Designer

Web Designer

UI Designer

Interaction Designer

UX Researcher

Visual Designer

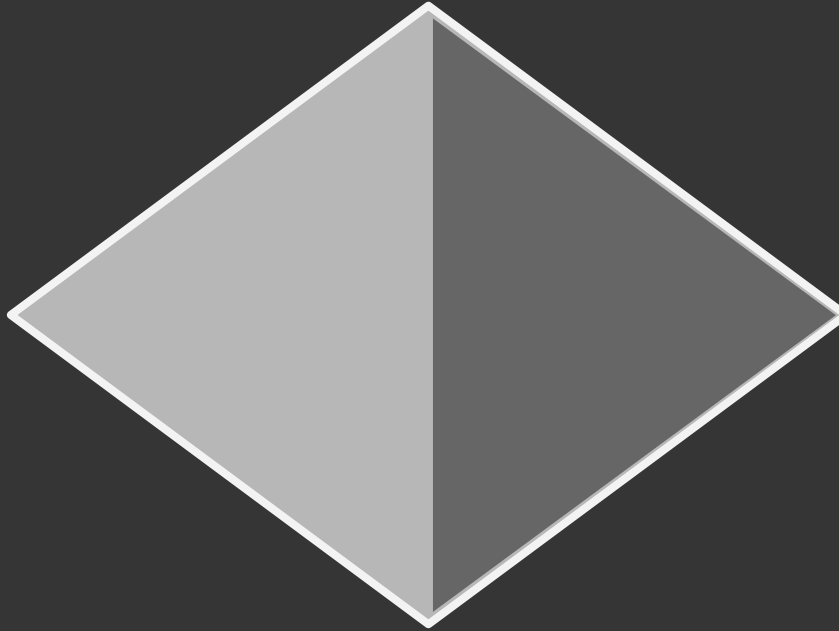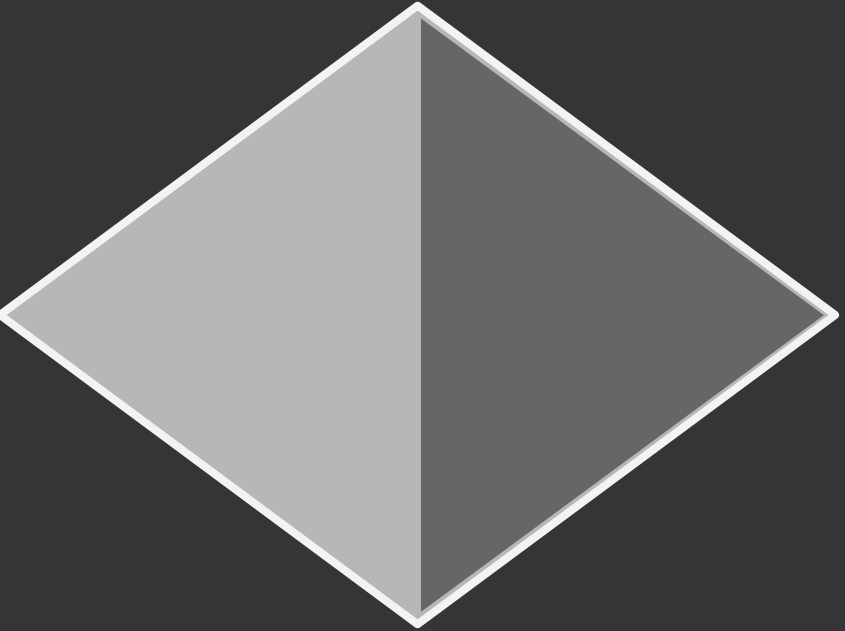DISCOVERY   DEFINITION   DEVELOPMENT   DELIVERY

Problem Space

Solution Space

Design makes *strategy* *concrete*

Design *tactically* *creates experiences*

"Unicorn"

UX Engineer

Product Designer

UX Designer

Web Designer

UI Designer

Interaction Designer

UX Researcher

Visual Designer

| DISCOVERY | DEFINITION | DEVELOPMENT | DELIVERY |

Keywords and phrases to look for:
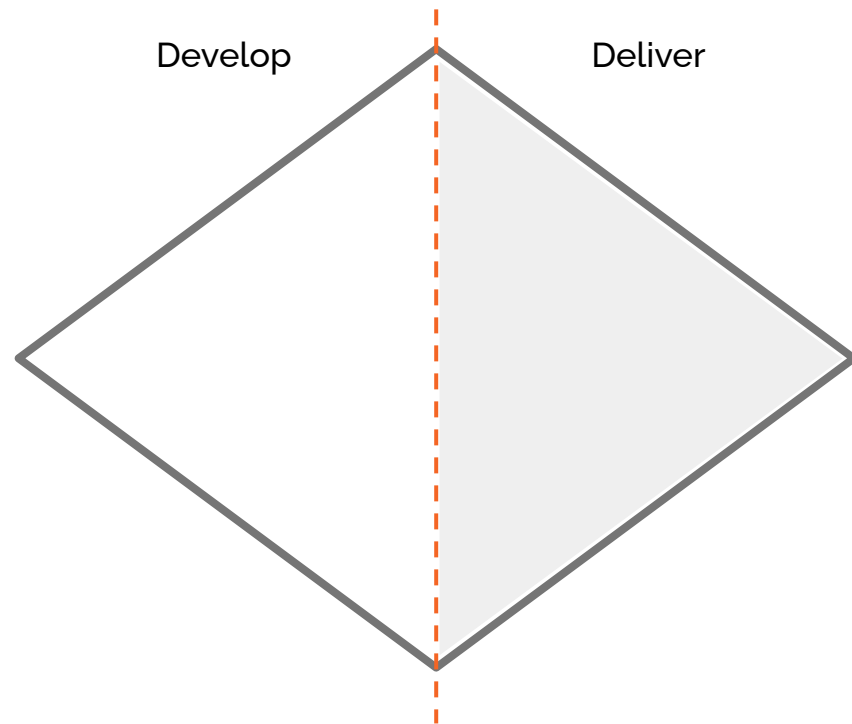
"Problem Solving"

"Iterating on Solutions"
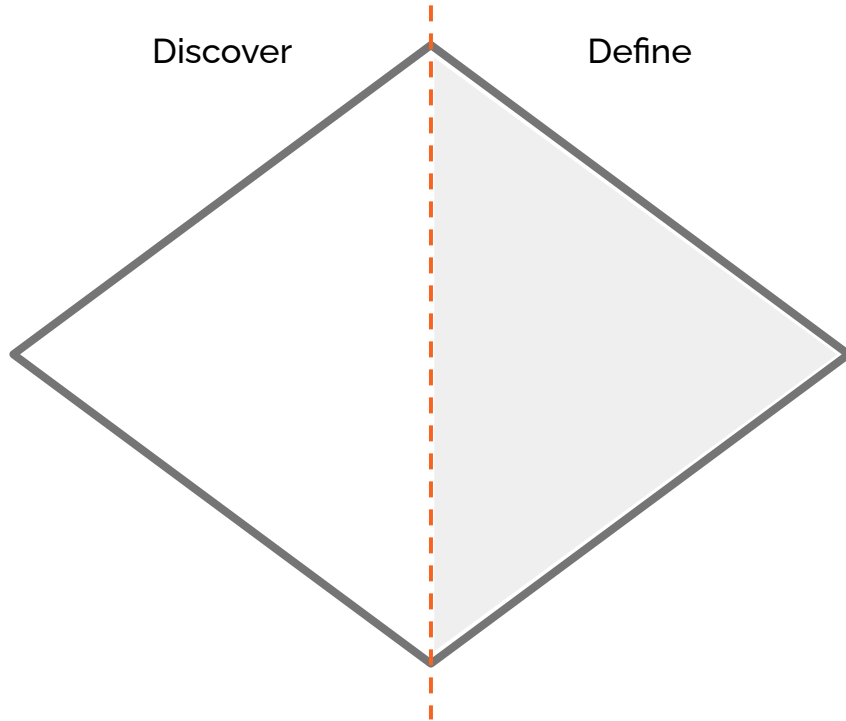**(best in Agile environments)**

"Working with Developers"

"Usability"

"User Testing"

Solution Space

Develop   Deliver

User Testing **is not** User Research

Problem Space

Discover   Define

Keywords and phrases to look for:

"Uncovering Needs"

"Design Thinking"

"Interviewing Customers"
or "User Research"

"Empathy"

"Business Strategy"

Stephanie Walter -
"Cheatsheet for User Interview Questions"
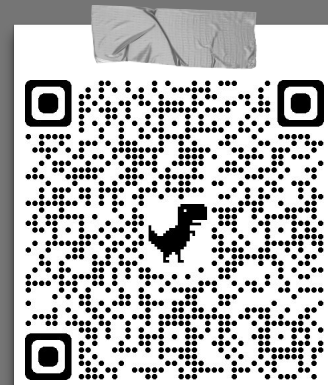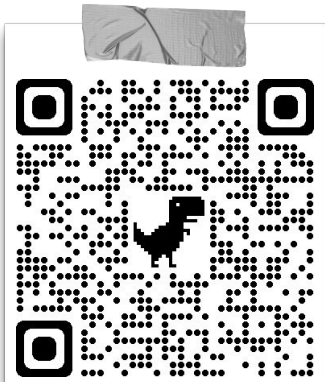
Myth: Design is about problem solving

Problem solving is a team sport.

Designers do not solve problems alone. They first identify the root cause of the problem and then work with cross-functional teams to facilitate its solution.

Product Club - "Workshop Tactics"

Myth: Design requires strictly defined process and outputs

The end goal is conversation.

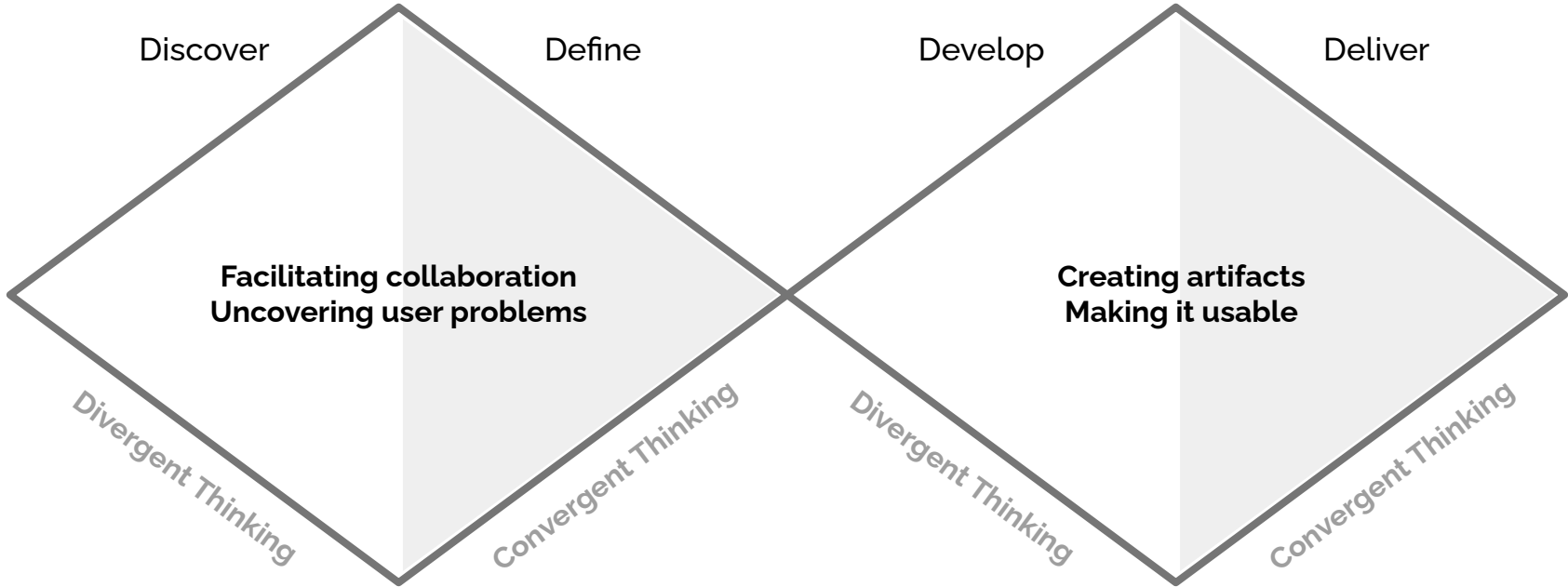Methods, frameworks, and artifacts give us certainty.
The drawback is that there are no two equal design problems.

Myth: Designers are the user advocate

In highly successful companies, everyone is the user's advocate.

Problem Space

Solution Space

Discover

Define

Develop

Deliver

**Facilitating collaboration
Uncovering user problems**

**Creating artifacts
Making it usable**

Divergent Thinking

Convergent Thinking

Divergent Thinking
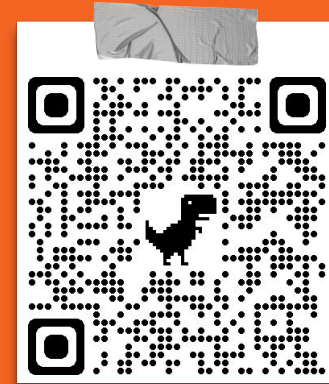
Convergent Thinking

*You're a Phase 2 (or greater)
company*

You're a Phase 1 company

Question & Answer Time

What are some frustrations you are having with your designers right now?

What does your design process look like and how would you like to change it?

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