

# UPA 2007

Beyond ROI: UCD as a catalyst for change

**Facilitators** ... Preview of the day ... Participants ... Topics ... Goals

## Facilitators

- Suzanne Boyd, Anthro-Tech, University of Washington
- Emma Rose, Anthro-Tech, University of Washington
  
- Cynthia King, SalemSystems, Naval Postgraduate School
- Anita Salem, SalemSystems, Cal State Monterey Bay
  
- Susan Kleimann, Kleimann Communication Group
- Kathryn Simonds, Kleimann Communication Group

# Introduction

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Facilitators ... **Preview of the day** ... Participants ... Topics ...Goals



## Today's Schedule

8:30 – 9:00	Introductions
9:00 – 9:30	UCD & change in organizations
9:30 – 10:00	Exploring Issues of change agents
10:00 – 10:30	Break
10:30 – 11:30	Exploring change management
11:30 – 11:45	Reporting back
11:45 – 12:00	Next Steps

# Introduction

:10

Facilitators ... Preview of the day ... **Participants** ... Topics ... Goals

**Name** *My Name*  
**Organization** *My Company*

## MY ROLE

Employee  Consultant

## MY ORGANIZATION

Risk-averse  Entrepreneurial

UCD is new  UCD is established

Hierarchical  Flat

UCD is not valued  UCD is highly valued

Decentralized  Centralized

# Introduction

:05

Facilitators ... Preview of the day ... Participants ... **Topics** ... Goals

## We are diverse!

- Our roles
- Our organizations

## We are on the verge of change!

## We face challenges!

- Time, budget, knowledge
- Getting support
- Showing value
- Sustaining change

# Introduction

:00

Facilitators ... Preview of the day ... Participants ... Topics ... **Goals**

## We want to

- Learn new things!
- Share stories
- Be practical and solution driven

## We want to avoid

- A rehash about why do UCD
- A focus on nitty-gritty details

## We want to leave with

- A better understanding of org change
- Strategies we can start using right away!
- A sense of community

# UCD and Change in Organizations

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A little history...

## Nielsen's Corporate Usability Maturity Model

Stage	Focus	Role	Triggers	Yrs
1. Hostility	Features	Hostility to users	Hopeless	
2. Developer-centered	Intuition	Lip service to users	Failures	3
3. Skunkworks	Ad-hoc efforts	User has value, but no budget	Logic	3
4. Budgeted	Magic potion	User testing	Results	3
5. Managed	Methodologies	Usability across the org	ROI	6
6. Systematic	Standards & tracking	Full UCD	Big wins	6
7. Integrated	Metrics & goals	Product strategy	Necessary to job	6
8. User-driven	Direction & priority	Corporate strategy	Evangelize to executives	20

# UCD and Change in Organizations

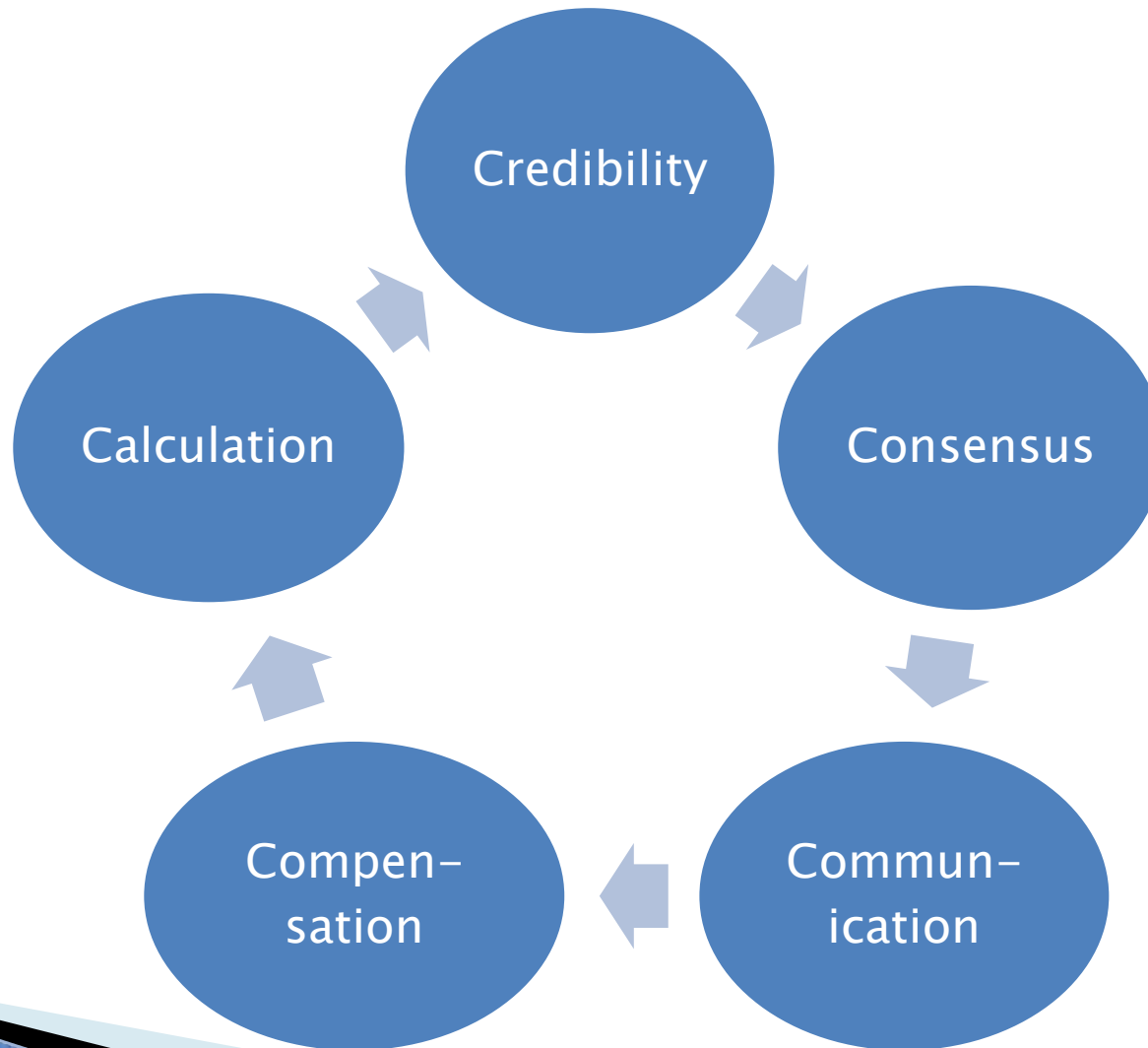
The process of change ... The five C's of influence

## Kotter's Eight Steps to Creating Change

- 1. Establish a Sense of Urgency**
  - Examine market and competitive realities
  - Identify/discuss crises and opportunities
- 2. Create a Guiding Coalition**
  - Assemble a group with enough power
  - Encourage the group to work as a team
- 3. Create a Vision & Strategy**
  - Create a vision to direct the change effort
  - Develop strategies for achieving that vision
- 4. Communicate the Change Vision**
  - Use every vehicle to communicate
  - Teach new behaviors by example
- 5. Empower Broad-based Action**
  - Get rid of obstacles to change
  - Change systems that undermine the vision
  - Encourage risk-taking and nontraditional ideas
- 6. Generate Short-Term Wins**
  - Plan visible performance improvements
  - Create those improvements
  - Recognize and reward employees
- 7. Consolidate Gains and Produce More Change**
  - Use increased credibility to change systems and policies that don't fit vision
  - Hire, promote, and develop employees who can implement the vision
  - Reinvigorate the process with new projects, themes, and change agents
- 8. Anchor New Approaches in the Culture**
  - Articulate the connections between the new behaviors and organizational success
  - Develop the means to ensure leadership development and succession

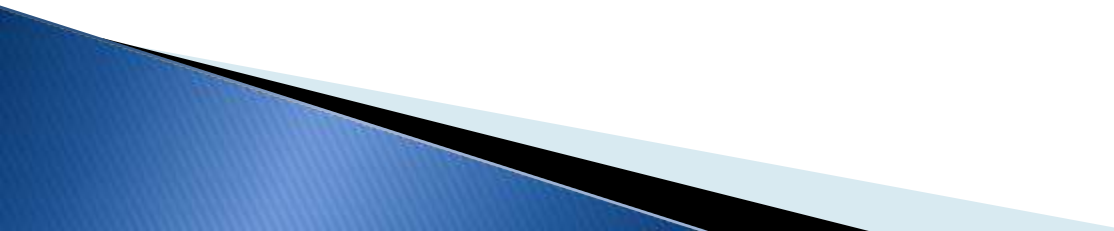
# UCD and Change in Organizations

The process of change ... The five C's of influence



# Exploring change

Expose Issues ... Explore a case study

1. Break into groups of 6
  2. Share an example of being a change agent (5 minutes each)
  3. Note issues
  4. Think about a good story for deeper discussion of strategies
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# Exploring Change

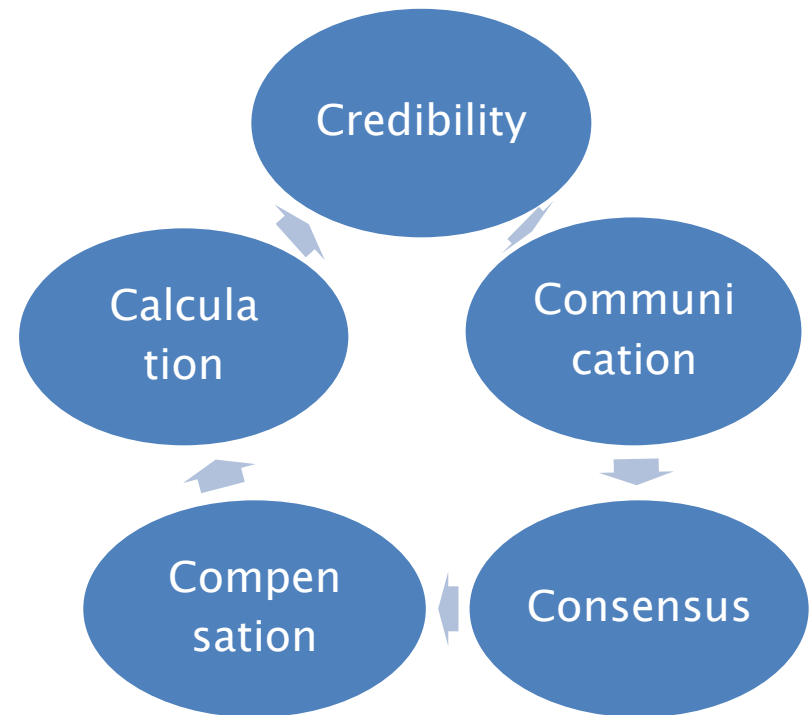
Expose Issues ... Explore a case study

Picking volunteer case studies, step through change management issues

## Kotter's Eight Steps

1. Establish a Sense of Urgency
2. Form a Powerful Guiding Coalition
3. Create a Vision
4. Communicate the Vision
5. Empower Broad-based Action
6. Create Short-Term Wins
7. Consolidate Gains and Produce More Change
8. Anchor New Approaches in the Culture

## Five C's of influence



# Report Back

Kotter's Eight Steps	Strategies
1. Establish a Sense of Urgency	
2. Form a Powerful Guiding Coalition	
3. Create a Vision & Strategy	
4. Communicate the Vision	
5. Empower broad based action	
6. Generate Short-Term Wins	
7. Consolidate Gains and Produce More Change	
8. Anchor new approaches in the culture	

# What Next?

Lots of Challenges

Lots of Opportunity

Be an change agent—light the way