

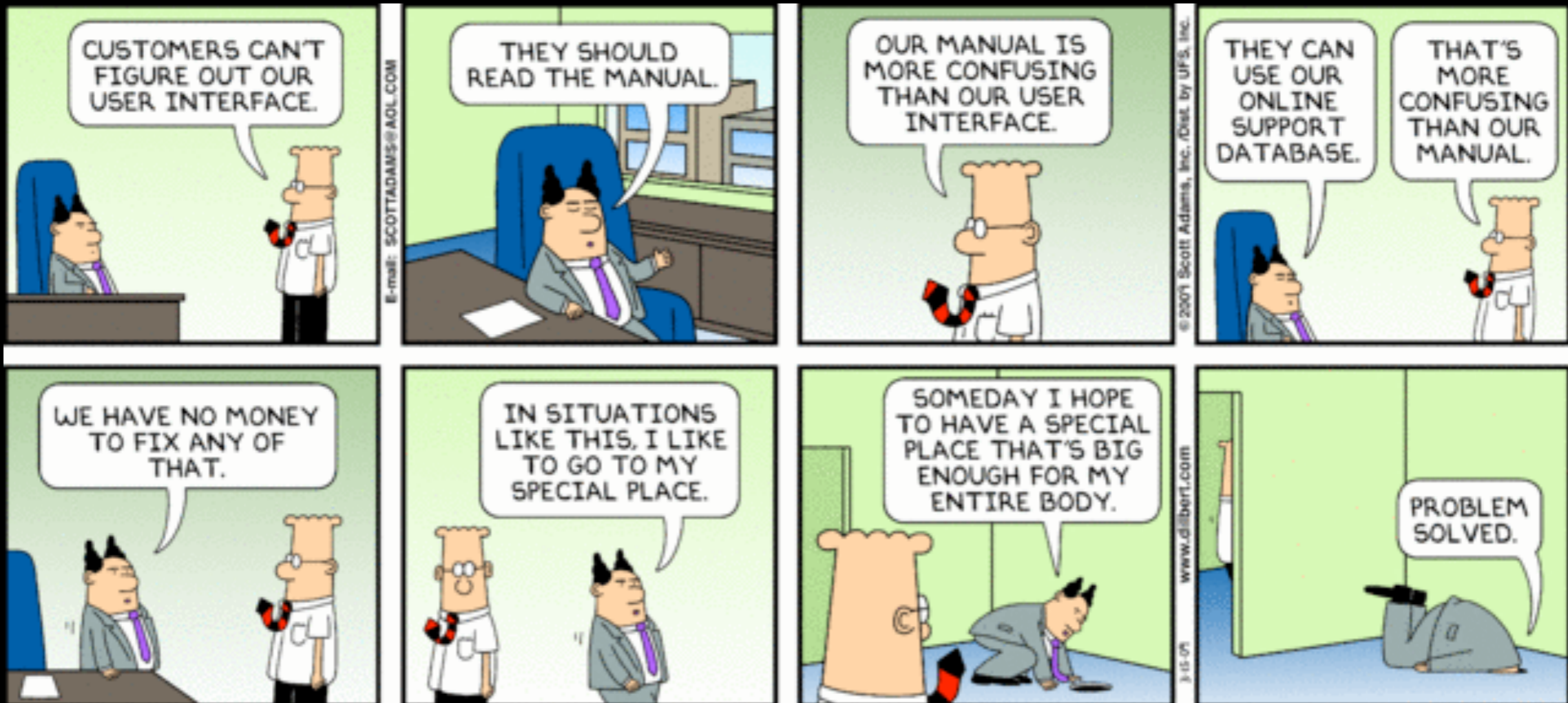
Creating a **Culture** of UX

Whitney Hess

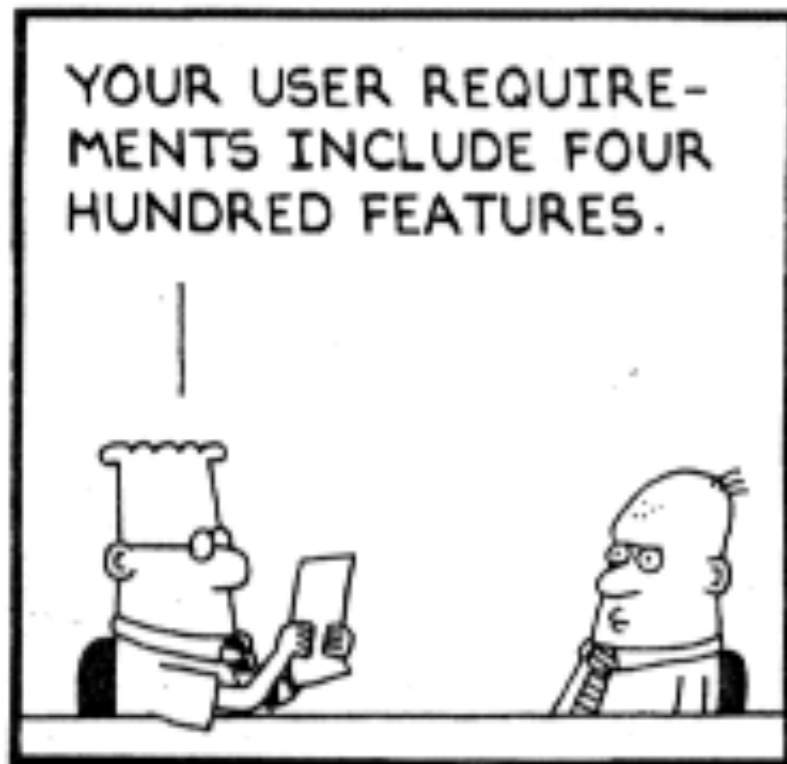
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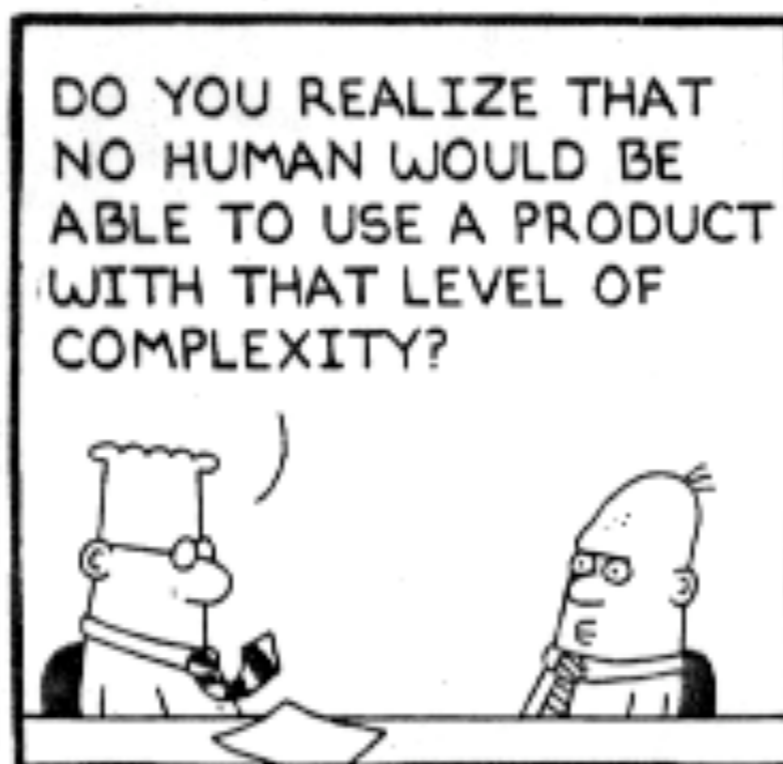
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DILBERT by Scott Adams



www.dilbert.com scottadams@aol.com



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Being a
user experience designer
is like being a
ringmaster

Wireframes **Flow diagrams**

Heuristic **Usability testing**

evaluations

A/B testing **Card sorting**

Personas **Site maps**

Concept maps

Contextual inquiry **Prototyping** **Mental models**

Scenarios **Storyboards**

Affinity diagramming **User interviews**

Taxonomies

The Three Core UX Attributes

For Great Experience Design

Vision

Feedback

Culture

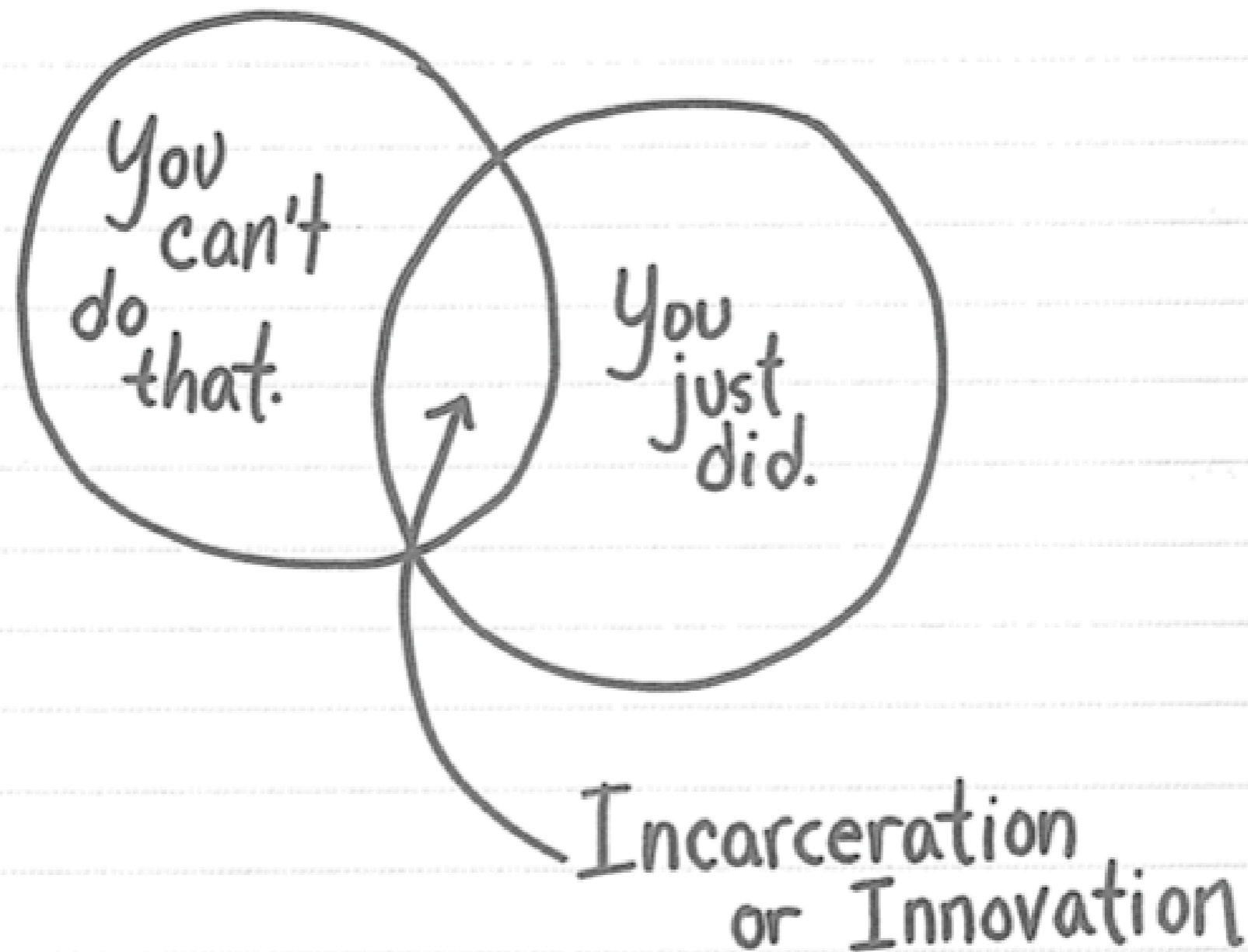
The Three Questions

- ▶ **Vision:** *“Can everyone on the team describe the experience of using your design five years now?”*
- ▶ **Feedback:** *“In the last six weeks, have you spent more than two hours watching someone use yours or a competitors design?”*
- ▶ **Culture:** *“In the last six weeks, have you rewarded a team member for creating a major design failure?”*

<http://www.slideshare.net/jmspool/journey-to-the-center-of-design>

So why are you here
today?

Misbehavior isn't always poor behavior.



What this all comes down to:

Negotiation

&

Persuasion

Today's Format

- Case Studies – Intro
- Example Exercise
- Techniques
- <30-minute break>*
- Group Work
- Discussion
- Case Studies – Outcomes
- Worst-Case Scenario

Case Studies

Intro

Sole UI Designer at 25-person tech services co.

- Small developer-centric company with millions of users
- Web Designer responsible for all things design and UX for entire company
- User base's needs are shifting
- Organization is adverse to change

1

VP, User Experience at a large marketing agency

- Multi-national agency with dozens of departments and capabilities
- Established UX team with several projects under its belt
- Desire to help greater organization to understand how and when to use them

Tech Writer at an international software solutions provider

- Large developer-focused company with a variety of products and services
- New product with new target audience
- No formal processes in place for product development
- No dedicated UX resources

Small UX team at non-profit media organization

- Resource-strapped company with products on multiple platforms
- Small UX team does rote production work
- Design by committee is commonplace
- Recent re-org moved UX team from development to product design

Independent UX consultant

- Client is internationally-known magazine relaunching its print & digital editions simultaneously
- Pre-defined project has unrealistic timeline & wrong focus
- Sole practitioner has wider variety of skills and experience than client is requesting

1

**Sole UI Designer at
25-person tech services co.**

2

**VP, User Experience at a large
marketing agency**

3

**Tech Writer at an international
software solutions provider**

4

**Small UX team at
non-profit media organization**

5

Independent UX consultant

Example Exercise

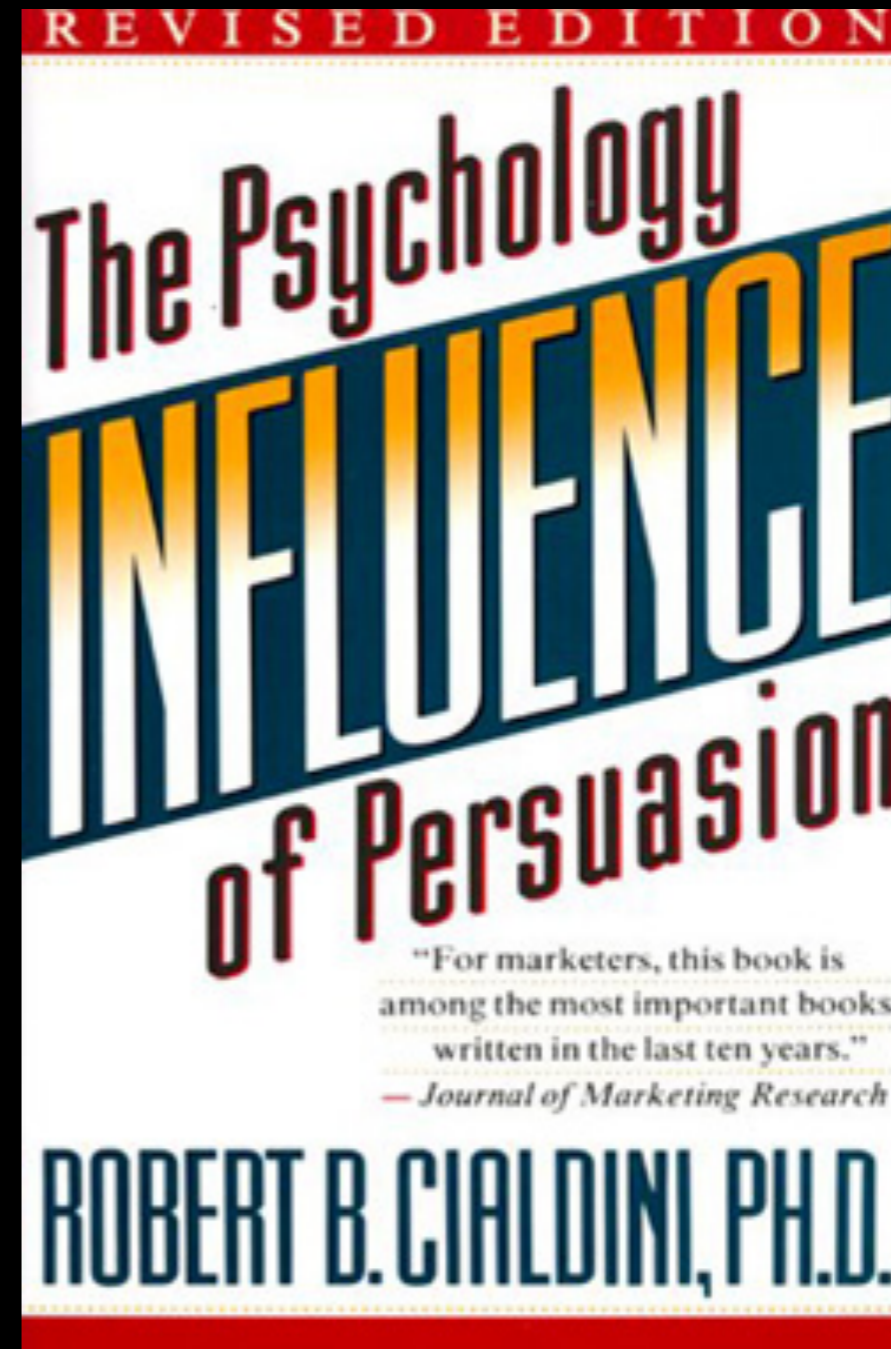
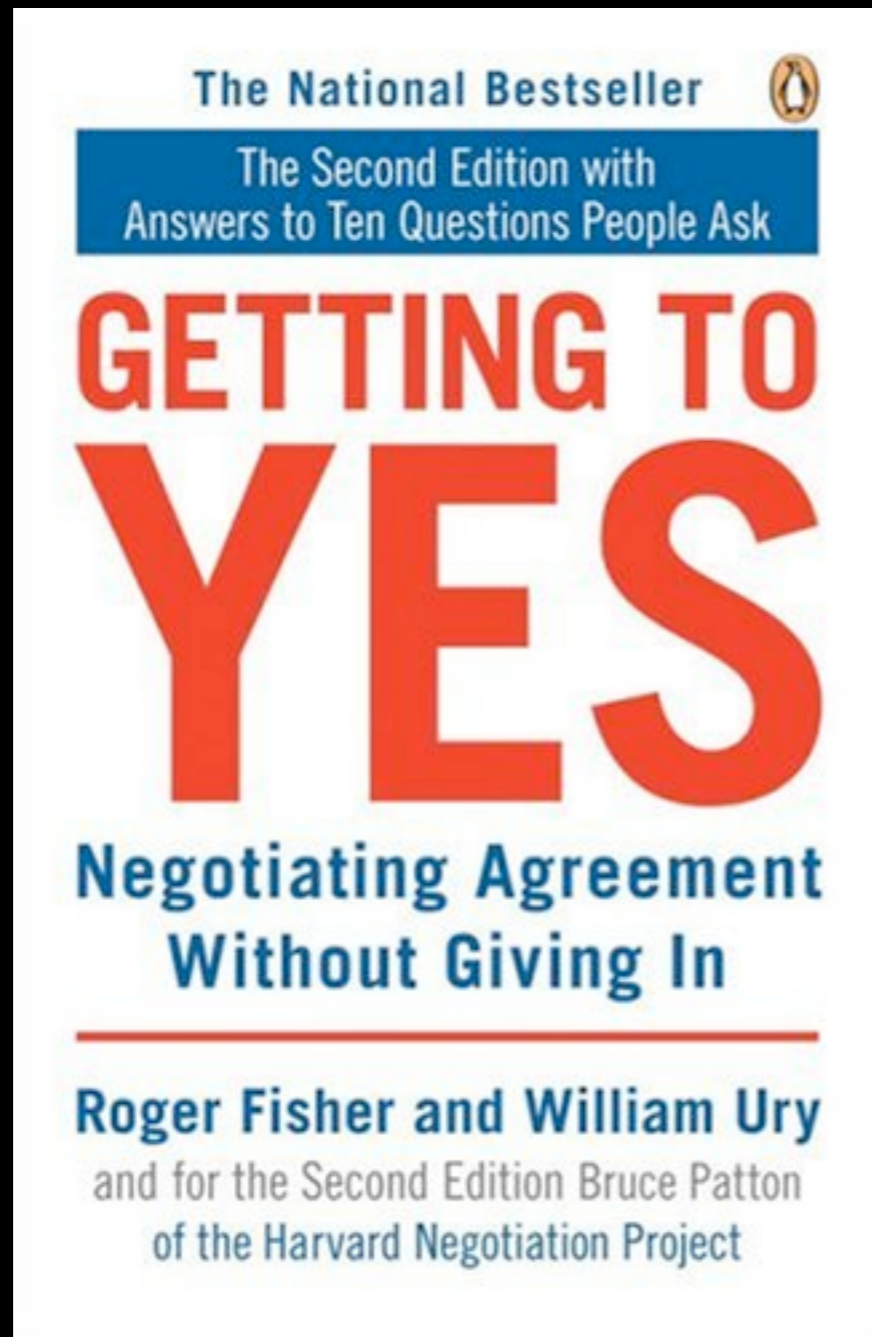
Task

Convince hotel management (your team) to provide alarm clocks in the guest rooms.

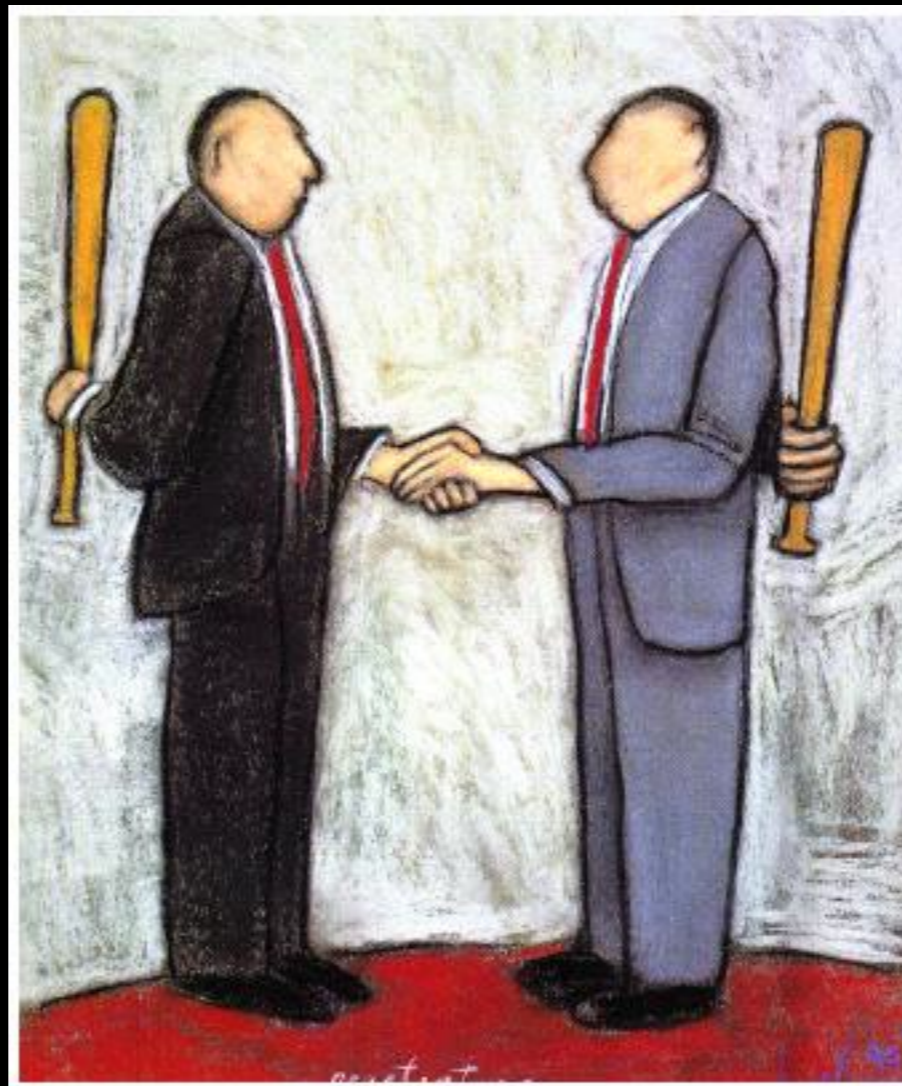


You have 10 minutes

Techniques



Techniques for Negotiation



Negotiation Methods:

Positional Bargaining

VS.

Principled Negotiation

Positional Bargaining:

Soft Negotiation

VS.

Hard Negotiation

Problems with Positional Bargaining

- People **lock** themselves into positions
- The more they argue their position, the more **committed** they become to it
- Their **ego** becomes identified with position
- More attention paid to each position, less paid to common **underlying interests**

Principled Negotiation:

Hard on merits

&

Soft on people

4 points of Principled Negotiation

People: Separate the people from the problem

Interests: Focus on interests, not positions

Options: Generate many possibilities before
deciding what to do

Criteria: Insist that the result be based on
some objective standard



People

People

- Work **side-by-side** attacking the problem, not each other
- Don't deduce their intentions from your **fears**
- Don't **blame** them for your problem
- **Discuss** each other's perceptions

People

- Look for opportunities to act **inconsistently** with their perceptions
- Give them a stake in the outcome by making sure they **participate** in the process
- Make your proposals consistent with their **values**



Interests

Interests

- Negotiation position often **obscures** what you really want
- Interests define the **problem**
- Behind opposed positions lie **shared**, compatible interests & conflicting ones
- Most powerful interests are basic **human needs**

Interests

- Make a **list**
- Be **specific** in describing your interests
- Acknowledge their **interests** as part of the problem
- Look **forward**, not back
- Be **concrete** but flexible



Options

Options

- Trying to decide in front of your adversary **narrows** your vision
- Having a lot at stake **inhibits** creativity
- Don't assume a **fixed pie**
- Solving **their** problem is *your* problem

Options

- Separate **inventing** from deciding
- Invent options for **mutual** gain
- Make their decision **easy**
- Put yourself in **their** shoes

The Game of MONOPOLY



TRADE MARK PAT. APP. FOR No. 3796-36

BRIEF IDEA OF THE GAME

THE IDEA OF THE GAME is to BUY and RENT or SELL properties so profitably that one becomes the wealthiest player and eventual MONOPOLIST. Starting from "GO" move Tokens around the Board According to throw of Dice. When a Player's Token lands on a space NOT already owned, he may Buy it from the BANK; otherwise it is Auctioned off to the Highest Bidder. The OBJECT of Owning property is to Collect Rents from Opponents stopping there. Rentals are greatly increased by the erection of Houses and Hotels, so it is wise to build them on some of your Building Sites. To raise more money Building Sites may be mortgaged to the Bank. Community Chest and Chance spaces give the draw of a Card, instructions on which must be followed. Sometimes players land in Jail! The game is one of shrewd and amusing trading and excitement, often contributed to by the Banker-Auctioneer.

RULES

For from Three to Seven Players

EQUIPMENT

MONOPOLY Equipment consists of the BOARD with spaces indicating Building Sites, Railway Stations, Utilities, Rewards and Penalties over which the players' pieces are moved. There are Two DICE, TOKENS of various designs for playing pieces, thirty-two green HOUSES and Twelve red HOTELS and Two sets of Cards for CHANCE and COMMUNITY CHEST spaces. There are Title Deed Cards for every property and Scrip representing MONEY of various denominations.

PREPARATION

PLACE the Board on a good sized table, putting the Chance Cards and Community Chest Cards face-down on their allotted spaces on the board. Each player is provided with One TOKEN (Hat, Shoe, etc.) to represent him on his travels around the board. Each player is given £1,500. All other equipment goes to the BANK. One of the players is elected BANKER. (See BANK and BANKER.)

MONEY

EACH PLAYER is given £1,500 divided as follows: One £500—Six £100—Four £50—Three £20—Ten £10—Seven £5—Five £1's. All remaining money goes to the Bank. (If Seven play, one of the players waits until all others receive their Money, then accepts his in denominations convenient for the Bank.)

TO START THE GAME

STARTING with the Banker each player in turn throws the dice. The Player with the highest total starts the play. He places his token on the corner marked "GO," throws the two dice and moves his TOKEN in the direction of the ARROW the number of spaces indicated by the Dice. After he has completed his play, the Turn to play passes to the Left. The TOKENS remain on the spaces occupied and proceed from that point on the Player's next turn. One or more tokens may rest on the same space at the same time.

ACCORDING TO THE SPACE which his Token reaches, a Player may be entitled to buy Building Sites or other properties—or be obliged to pay Rent (if another owns the property), pay Taxes, draw a Chance or a Community Chest Card, "Go to Jail," etc.

In the course of the game, Players will encircle the board several times.

Criteria

- Stubbornness **never** wins
- Insist terms of solution be based on **some fair standard**, not just one you want
- Discussing criteria rather than position gives parties **something to agree to** without either side giving in

Criteria

- Deciding on basis of will is **costly**
- Negotiate on some basis **independent** of either party's will
- Commit to reaching solution based on **principle**, not pressure
- Be open to **reason**, but closed to threats

Criteria - Fair Standards

- Market value
- Precedent
- Efficiency
- Costs
- Moral standards
- Equal treatment
- Reciprocity
- Etc

Criteria - Fair Procedures

- One cuts, the other chooses
- Taking turns
- Coin toss
- Letting someone else decide

Techniques for Persuasion



6 Kinds of Persuasion Tactics

Reciprocation: We try to repay, in kind, what another person has provided us

Consistency: We have an unwavering commitment to our previous behaviors

Social Proof: Our behavior is determined by how we see others behave

6 Kinds of Persuasion Tactics

Liking: We comply with people we like even when we don't agree

Authority: Our obedience to authority overpowers our free will

Scarcity: The less we can have something, the more we want it



Reciprocation

Reciprocation

- An inherent human feeling of **obligation**
- **Indebtedness** is overpowering
- We may be willing to perform a larger favor than we received to relieve ourselves of the **burden**

Examples of Reciprocation

- “Benefactor-before-beggar” strategy of Hare Krishna Society – **giving** a flower **before asking** for a donation
- **Free** samples
- “Door-in-the-face” technique: extreme **request** followed by a reasonable one



CONSISTENCY

is the hobgoblin of little minds, adored by little statesmen and philosophers and divines.

-Ralph Waldo Emerson (1803-1882), "Self-Reliance"

Consistency

- After making a decision, people feel **committed** to acting consistently with that decision
- High degree of consistency is associated with personal and intellectual **strength**
- We are **automatically** consistent even in situations when it isn't sensible
- Consistency functions as a shield against **thought**

Examples of Consistency

- Just after placing a bet, we're much more **confident** in our chance of winning than before we bet
- “Foot-in-the-door” technique: obtain a large purchase by **starting** with a small one
- Personal pressure to bring **self-image** into line with action – being told you're charitable makes you so



Social Proof

Social Proof

- We determine what is correct by finding out what **other people** think is correct
- We make fewer mistakes by acting in accord with **social evidence** than contrary to it
- The greater the number of people who find the idea **correct**, the more correct the idea will be
- The more **uncertain** we are, the more we accept the actions of others as correct

Examples of Social Proof

- Canned “laugh tracks” **cause** an audience to laugh longer and more often
- Cashiers seed their tip jar with a few bills to **simulate** tips left by prior customers
- Ordinary people in product adverts: we are more inclined to **follow** the lead of someone similar to us
- Kitty Genovese & the “**bystander effect**”



AP / Paul Sakuma

Liking

Liking

- We most prefer to say yes to the requests of someone we **know and like**
- Friend needn't even be present to be effective; often **just the name** is enough
- Halo effect when one positive characteristic of a person **dominates** how that person is viewed
- Our attitudes are influenced by the number of times we've been **exposed** by something in the past

Examples of **Liking**

- Tupperware Home Parties – hostess sells to their **friends** rather than unknown salesperson
- “Endless chain” method – name of friend “who **suggested** I call you”
- “Mirror and match” – more likely to help people who **dress** like us
- Flattery produces greater **compliance**



Authority

Authority

- We have a deep-seated **obedience** to authority
- Trained from birth that obedience to proper authority is **right** and disobedience is **wrong**
- We're as vulnerable to the **symbols** of authority as to the substance
- Titles, clothes, other trappings create the **appearance** of authority, same mechanical compliance

Examples of Authority

- Milgram's experiment – people willing to give electric shock to subject **despite** pleas when researcher encouraged it
- “Place in R ear” – where nurse administered ear drops ordered by physician, and patient **didn't question it**
- Prestigious titles lead to height **distortions** in university classroom
- **Well-dressed** con artists



Scarcity

Scarcity

- Opportunities seem more valuable to us when their availability is **limited**
- We're more motivated by thought of **losing** something than of gaining in equal value
- Belief that things that are difficult to possess are **better** than those that are easy to possess
- Psychological reactance theory: innate desire to **preserve** our prerogatives

Examples of Scarcity

- We'll interrupt a face-to-face conversation to answer phone for **unknown** caller
- Rare or flawed items are more **valuable**
- “Limited number” – product in short supply cannot be **guaranteed** to last long
- “Deadline” tactic – official time limit placed on customer's **opportunity**

Examples of Scarcity

- We want information that was banned **more** than we wanted it before the ban
- “Commodity theory” – scarcity and **exclusivity** of information makes it more persuasive
- “**Romeo and Juliet**” effect on relationships
- “Social demand” – Cookie rating substantially higher when **dropped** from abundance to scarcity rather than constant scarcity

<30-minute break>

Group Work

Task

Assume the identity of your case study. Using these techniques & principles, craft a proposal based on the stated questions. Each team will pitch to the room.

You have 20 minutes.

Discussion

Case Studies

Outcomes

Sole UI Designer at 25-person tech services co.

- Started side project on evenings, weekends
- Did quick redesign of homepage to address immediate issues he saw
- Tested it against existing homepage using Usabilla, just with friends
- Shopped results around to dev & management teams, got good reaction

1

Sole UI Designer at 25-person tech services co.

- Set up another test, this time with three user groups: new users, users with some knowledge, and power users/employees
- Recruited off of their new community site
- Results were powerful enough to get the team to implement his ideas
- Sales have dramatically increased and support calls reduced
- Now they trust him

1

VP, User Experience at a large marketing agency

- Drafted an outline on what a curriculum on successful UX might look like
- Shared with boss who encouraged him to speak with director of Learning & Development
- Loved idea, granted him 10-week class after work in main conference room

2

VP, User Experience at a large marketing agency

- Invite-only, offered as reward for those who didn't receive promotion that round
- Expected 10 people, 18 signed up
- Teaches one method per week, focuses on the “why”
- People bringing new understanding back to their teams

2

Tech Writer at an international software solutions provider

- Asked her mentor what her students' next project was, didn't have one yet
- Drafted proposal to create usability class project out of MealpayPlus.com
- With support from manager, emailed it up the chain of command, all the way to CEO

3

Tech Writer at an international software solutions provider

- Widespread enthusiasm & approval
- She and Product Manager acted as the students' clients
- Resulted in large, in-depth report
- Many changes have been made, but process only visible to few on project

3

Small UX team at non-profit media organization

- Org made late decision to create iPad app for its April 1 launch
- UX team given only three weeks to fully design and develop the app
- Scott and one visual designer went off alone to closely collaborate on the product

4

Small UX team at non-profit media organization

- First project in which UX team given full ownership over conceptual design work
- Defined strategy of product instead of just cranking out wireframes on demand
- Design and dev completed on time (first)
- iPad app getting rave reviews from press & users

4

Independent UX consultant

- Client wouldn't budge on timeline or approach
- On first day of project, consultant conducted half-day workshop with key stakeholders
- Defined project goals, fleshed out personas, developed scenarios, prioritized features (usually 2 mo. work)

5

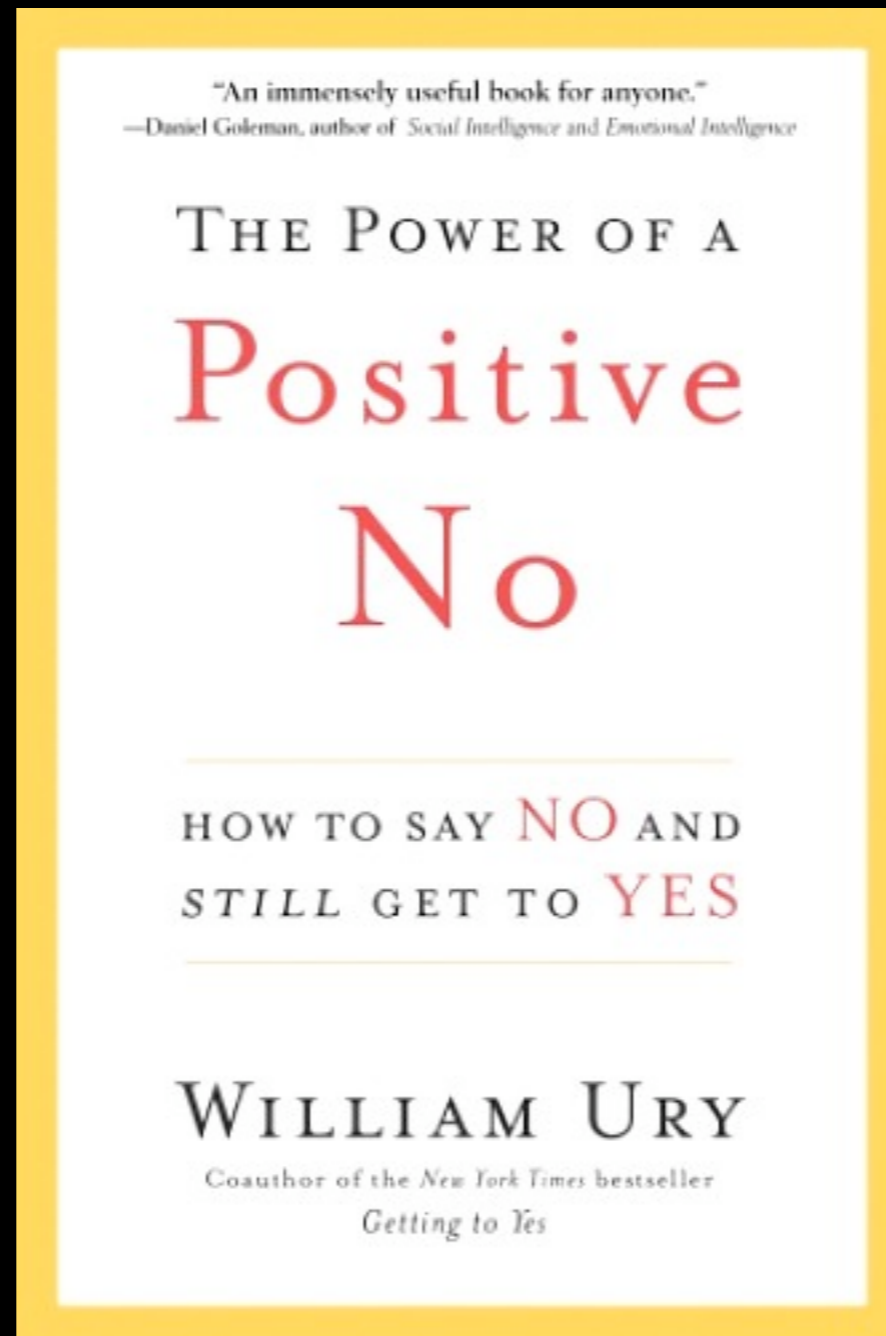
Independent UX consultant

- Insights helped guide production of new site map and wireframe templates
- Ended up with three rounds of wireframes, three weeks over schedule because of poorly defined business req's
- When starting design, stakeholder asked, "What more could we have gotten had we extended the schedule?"

5

Worst-Case Scenario

(when all this fails)



Changed my life!

“A ‘No’ uttered from deepest conviction
is better and greater than a ‘Yes’
merely uttered to please,
or what is worse, to avoid trouble.”

– Mahatma Gandhi

A Positive No: Yes! No. Yes?

- The first **Yes** expresses your interest
- The **No** asserts your power
- The second **Yes** furthers your relationship

Methodology

1. Prepare

- Uncover your Yes
- Empower your No
- Respect your way to Yes

2. Deliver

- Express your Yes
- Assert your No
- Propose a Yes

3. Follow Through

- Stay true to your Yes
- Underscore your No
- Negotiate to Yes

Tips for saying No

- Never say No immediately
- Be specific in describing your interests
- Have a Plan B – last resort if the other doesn't accept your No
- Express your *need* – interest, desire, concern – without *neediness*
- Be polite

Tips for saying No

- Spell out the positive future you desire for both of you
- Present the facts and let the other draw their own conclusions
- The shorter it is, the stronger it is
- As you close one door, open another
- Don't forget to ask for the action you want

Thank you.

Reading List

[http://whitneyhess.com/blog/
creating-a-culture-of-ux/](http://whitneyhess.com/blog/creating-a-culture-of-ux/)

Special Thanks to:

Yina Li
Dante Murphy
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