

# UX RUNWAY – THE TRIALS AND TRIBULATIONS OF UX IN AN AGILE ENVIRONMENT



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#agile2014

# AGENDA

- Introduction
- What is UX?
- What is UX Runway?
- How to integrate Scrum
- Benefits of UX Runway
- Issues of integration
- Questions

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# Surescripts, LLC

- The nation's most comprehensive clinical network
- Over 6 billion transactions routed annually
- Surescripts routed over 1 billion electronic prescriptions in 2013
- Over 50% of prescriptions routed electronically in 2013
  
- Other products & services
  - Clinical messaging
  - Record Locator and Exchange
  - Electronic Prior Authorization

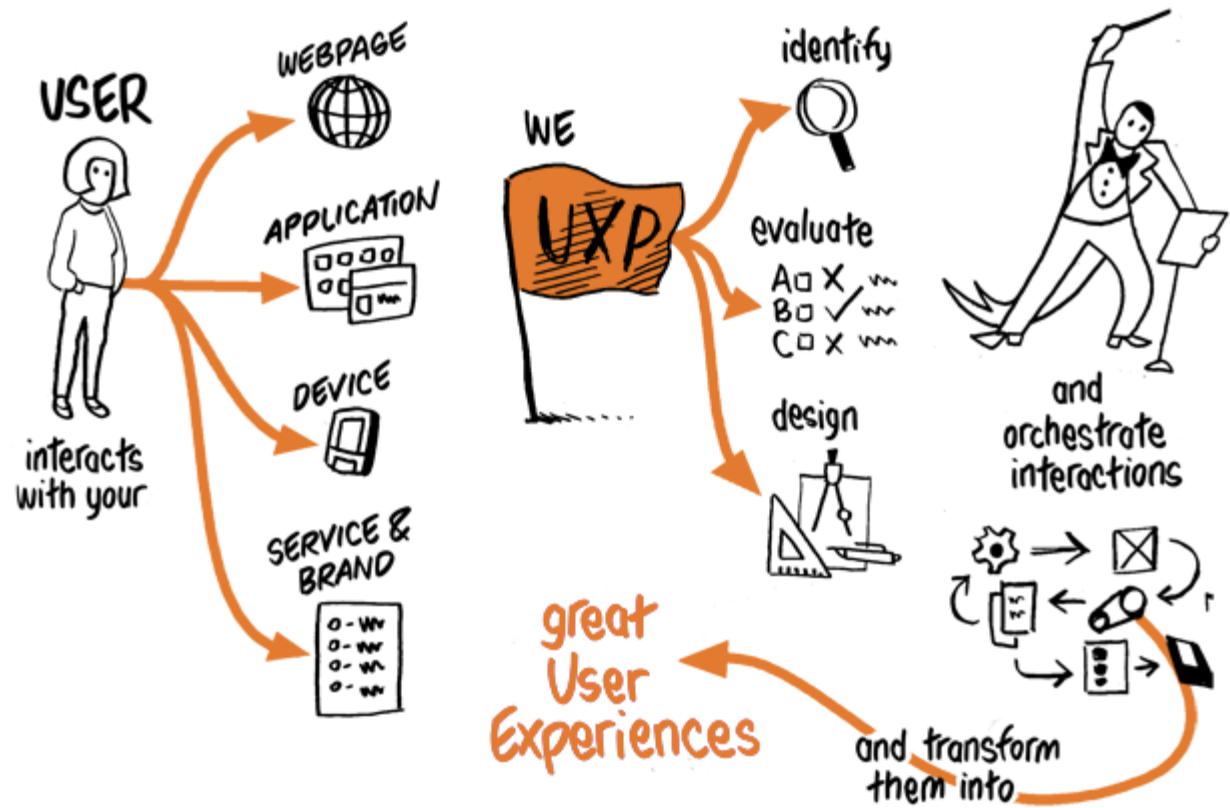
# Introductions

- Introduce yourself to your neighbors
- What do you know about User Experience?
- Is User Experience valued and used at your company in your products?
- What do you hope to get out of this session?
  
- Discuss for 5 minutes

# What is UX?

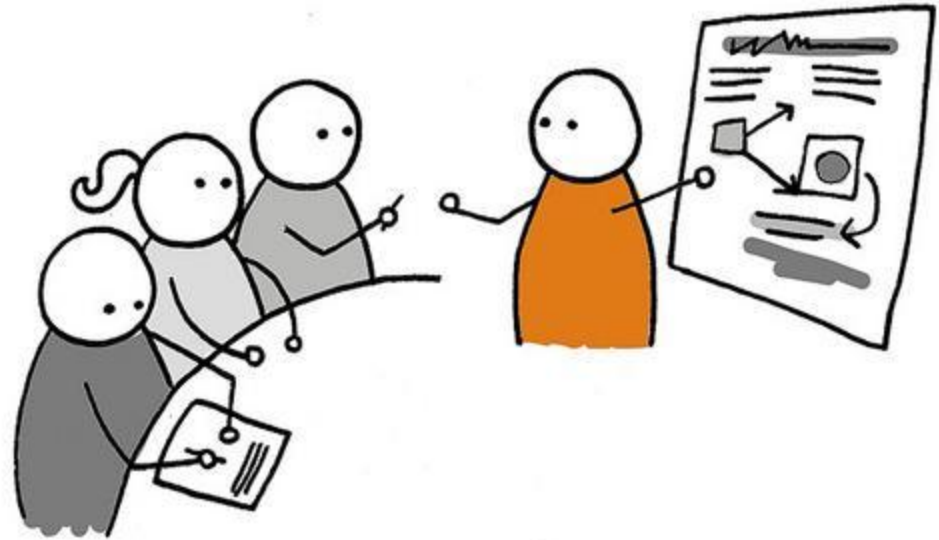
■ How a person interacts with a system

- Flow
- Perception
- Accessibility
- Ease of use
- Understanding



# Roles on UX team

- User Researchers
- Information Architects
- Visual Designers
- CSS Developers
- Accessibility



Source: [uxpassion.com](http://uxpassion.com)

# Centralized vs. Decentralized UX Team

## Centralized

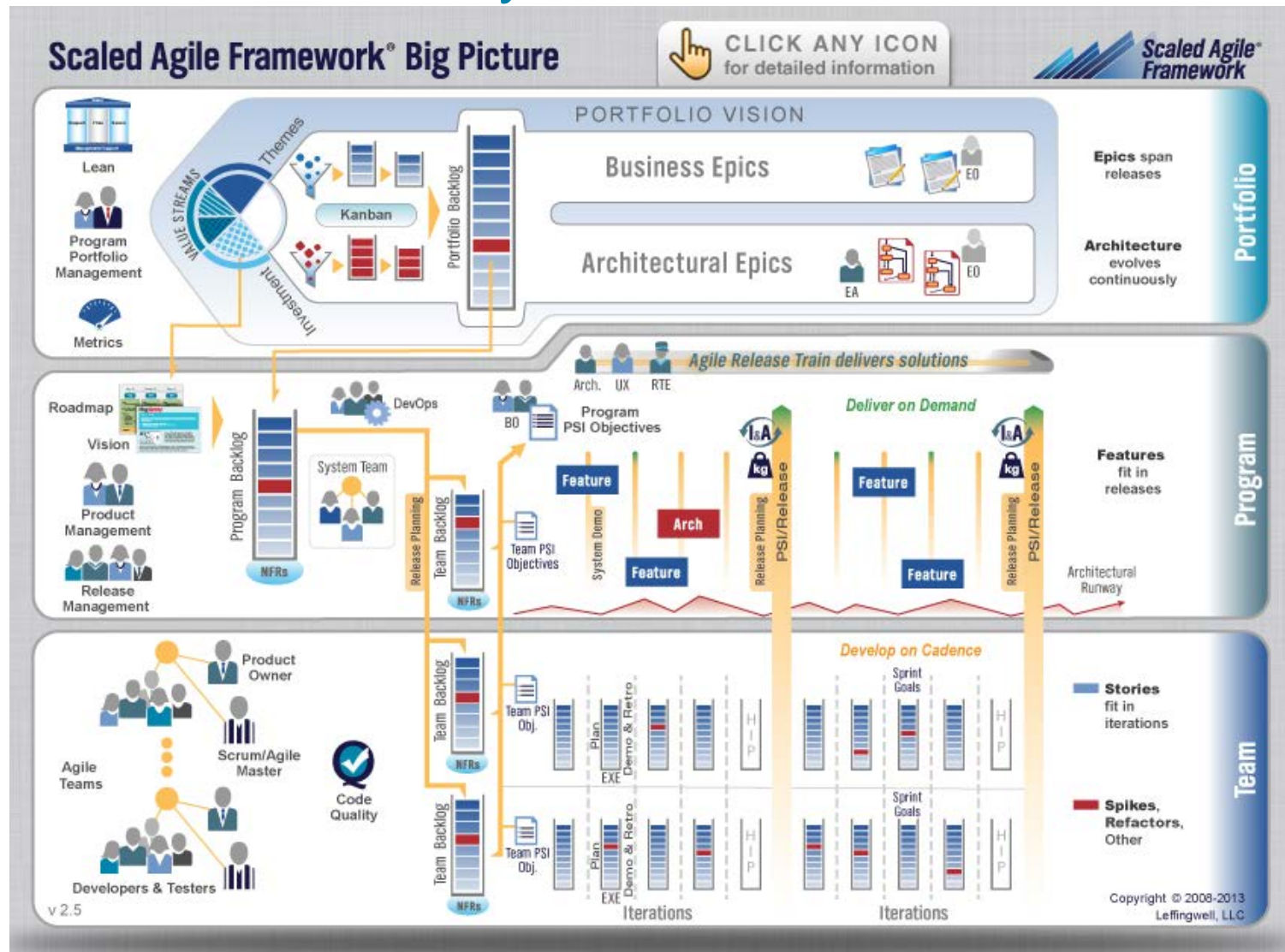
- One UX team for an organization or department
- High role specialization
- Resource distribution between projects – shared services model
- “Consulting”
- Can act as own Agile team

## Decentralized

- One UX consultant on every Agile team (or project)
- Jack of all trades – less specialization
- Is involved in all team activities
  
- Hybrid models



# What does SAFe say?



# Why is it hard for UX and Agile to play nicely?

- UX needs to be integrated at all levels of planning and development
- Balance between rapid feedback and big up-front design



Source: [kindergartencrayons.blogspot.com](http://kindergartencrayons.blogspot.com)

# UX at Portfolio Level (inception)

- User Research
- Development of user personas and use cases
- Assist in development of business case
- High level design of entire system and interaction
- Start working on initial feature deliverables for first sprints
  - Sprint 0 and before

# UX at Program/Team level

- UX as Scrum/Agile team
- Work with Product Owner to make wireframes and designs to help:
  - Write stories and tasks
  - Write acceptance criteria for stories
  - DoD and DoR criteria
- Style pages appropriately & accessibly (CSS)
- Leads to higher quality in the application and more customizable design and less re-work

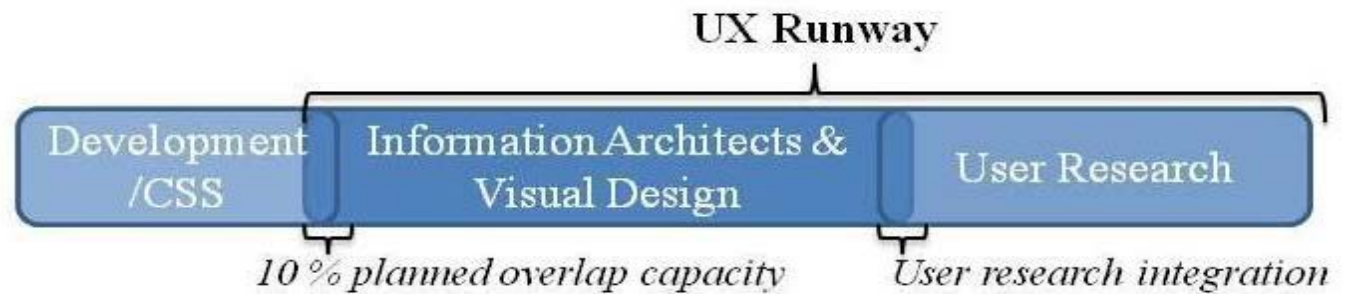
How can all work be  
completed in one sprint...?

It shouldn't be...

# UX Runway!

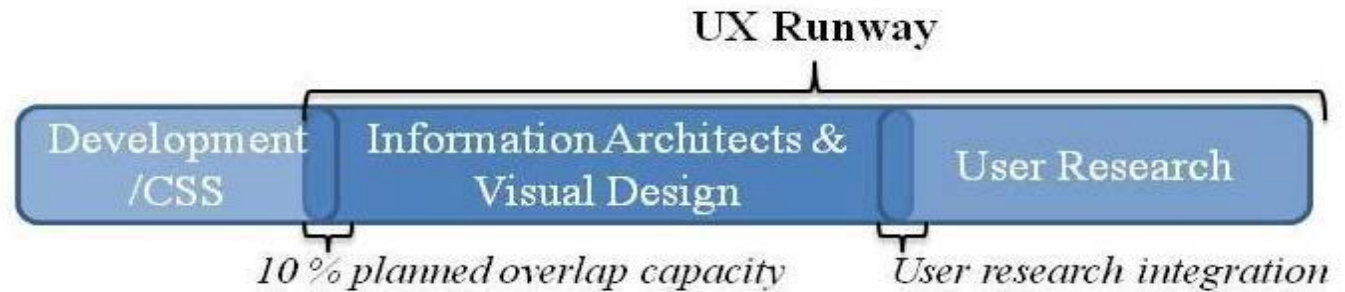


# UX Runway – Pulling work and quality forward in the process



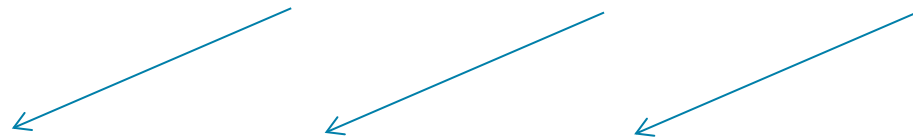
Current Sprint Work	Current Sprint	+1	+2	+3
Current Sprint	Development on Feature W	UX on Feature X	UX on Feature Y	UX on Feature Z

# UX Runway – Pulling work and quality forward in the process



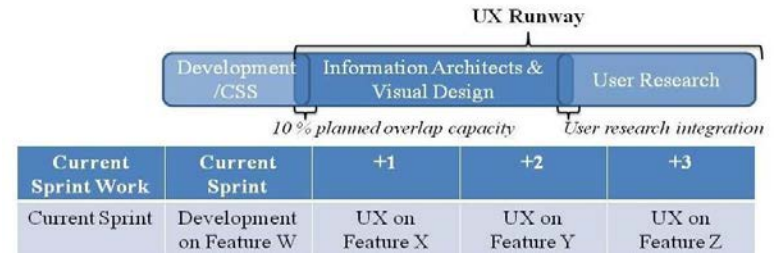
Current Sprint Work	Current Sprint	+1	+2	+3
Current Sprint	Development on Feature W	UX on Feature X	UX on Feature Y	UX on Feature Z

Current Sprint +1	Development on Feature X	UX on Feature Y	UX on Feature Z	UX on future features
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# Key points



- Iterating ahead but on same cadence
- Just in time (JIT) design
  - Just enough detail provided for development team to start work
  - 80-90% completion goal for UX deliverables
- Collaboration and approval from business and development
- Planned room for UX changes and integration
  - 10% capacity

# How does it actually work?

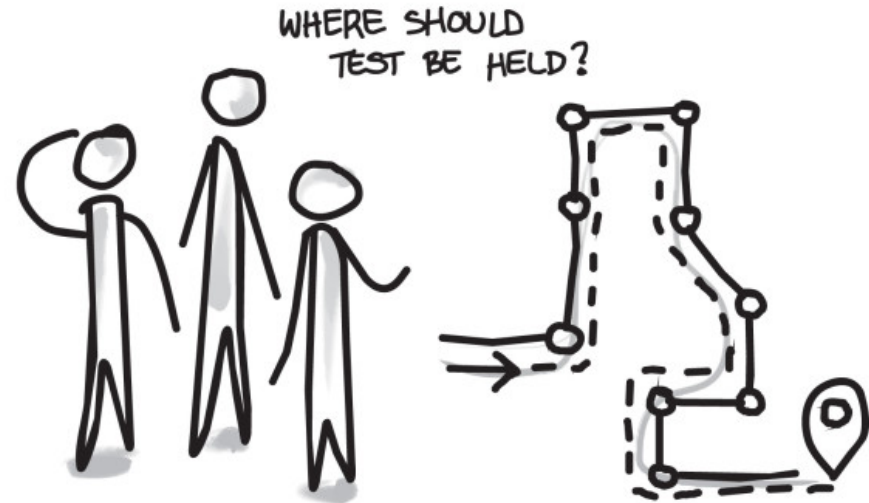
- Backlog refinement – dependencies are identified
- UX backlog is developed, sized, and planned
- Working sessions with Product Owners and teams
- Internal reviews for collaboration
- Demos with development teams
  - Determine if designs are not feasible
- “Finished” UX work items help to drive work, collaboration, identify gaps, decrease re-work and INCREASE QUALITY

# User Research (features/epics)



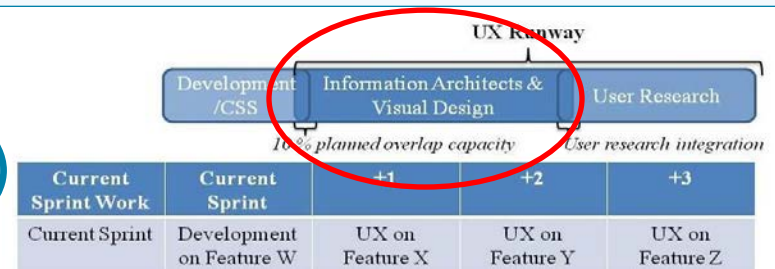
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- Problem focused design
- Get out of the building
- Rapid prototyping
- Minimum Viable Product



# Information Architecture and Visual Design (epics/stories)

- Problem focused design
- Integration of user research up front
- Just in time design
- Design standards
- Consistent interactions and integrations
- 10% overlap capacity
  - rework, answer questions, address issues
- Constant communication with Agile team



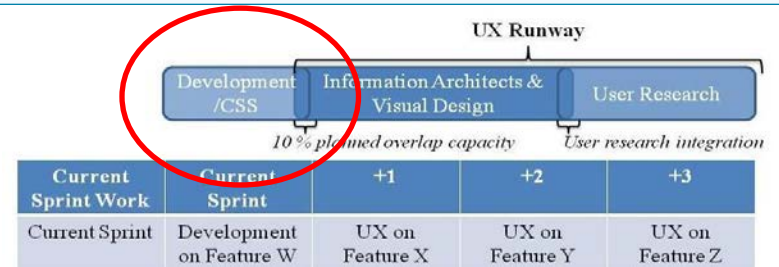
# IA/Visual Design: Sprint Schedule (10 day)

- Days 1-5: The design
- Day 5: The rough draft
- Days 5-7: The final touches
- Day 7: Hand-off to development
- Day 7-10: Last chance
- Days 10+ (next sprint): Start over and 10% JIT reactionary design capacity



# CSS/Accessibility (stories/tasks)

- Same cadence as development
- Centralized ownership of the stylesheets
- Branding standards
- Coding accessibly
- Overseers of full circle quality



# Benefits of UX Runway

- Higher quality (more usable) finished product
- Fewer “fire drills”
- Less development and UX re-work
- Faster delivery time
- More design flexibility
- Product consistency

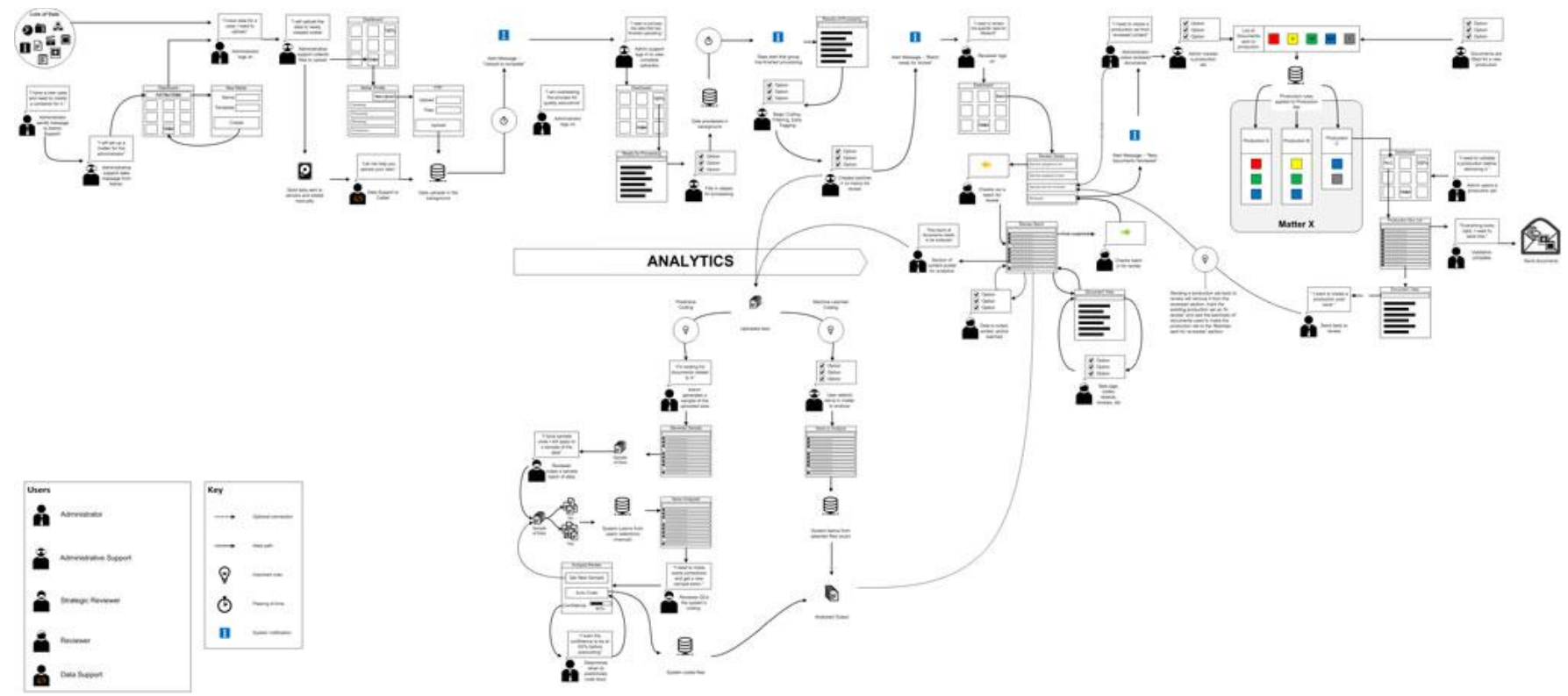
# Issues of Integration

- Change in way of “creative” working/culture
- Role confusion
- Late changing requirements
- Decision making authority delays
- Forces more disciplined product roadmap and feature priority
- Protecting the team and the product
- Learning curve can result in initial delays
- Balance between being behind and getting too far ahead



# UX Pulled Forward

■ Imagine starting a sprint knowing **this much** about what you are building



# Thank you! Questions & Contact Info:

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