

Maps & Markers: Enacting a Strategy to Transform Your Design Team

Agenda

| | |
|---------------|--------------------------|
| 9:00 - 9:30 | I. Context |
| 9:30 - 10:45 | II. Mapping Today |
| 10:45 - 11:00 | — Break — |
| 11:00 - 11:45 | III. Looking Ahead |
| 11:45 - 12:15 | IV. Charting Your Course |
| 12:15 - 12:30 | V. Conclusion |

Additional Resources

Maps & Markers Workshop Resources, by Alissa Briggs & Dave Hora
<http://bit.ly/mapsmarkers-uxweek2018>

Good Strategy, Bad Strategy, by Richard Rumelt (book)

Org Design for Design Orgs, by Kristin Skinner & Peter Merholz (book)

Assessing your Team's UX Skills, by Jared Spool
https://articles.uie.com/assessing_ux_teams/

Manager Tools, book and podcast
<https://www.manager-tools.com/>

Career Compass Workshop, by Christiana Lackner & Emily Tsai
<http://bit.ly/careercompassmaterials>

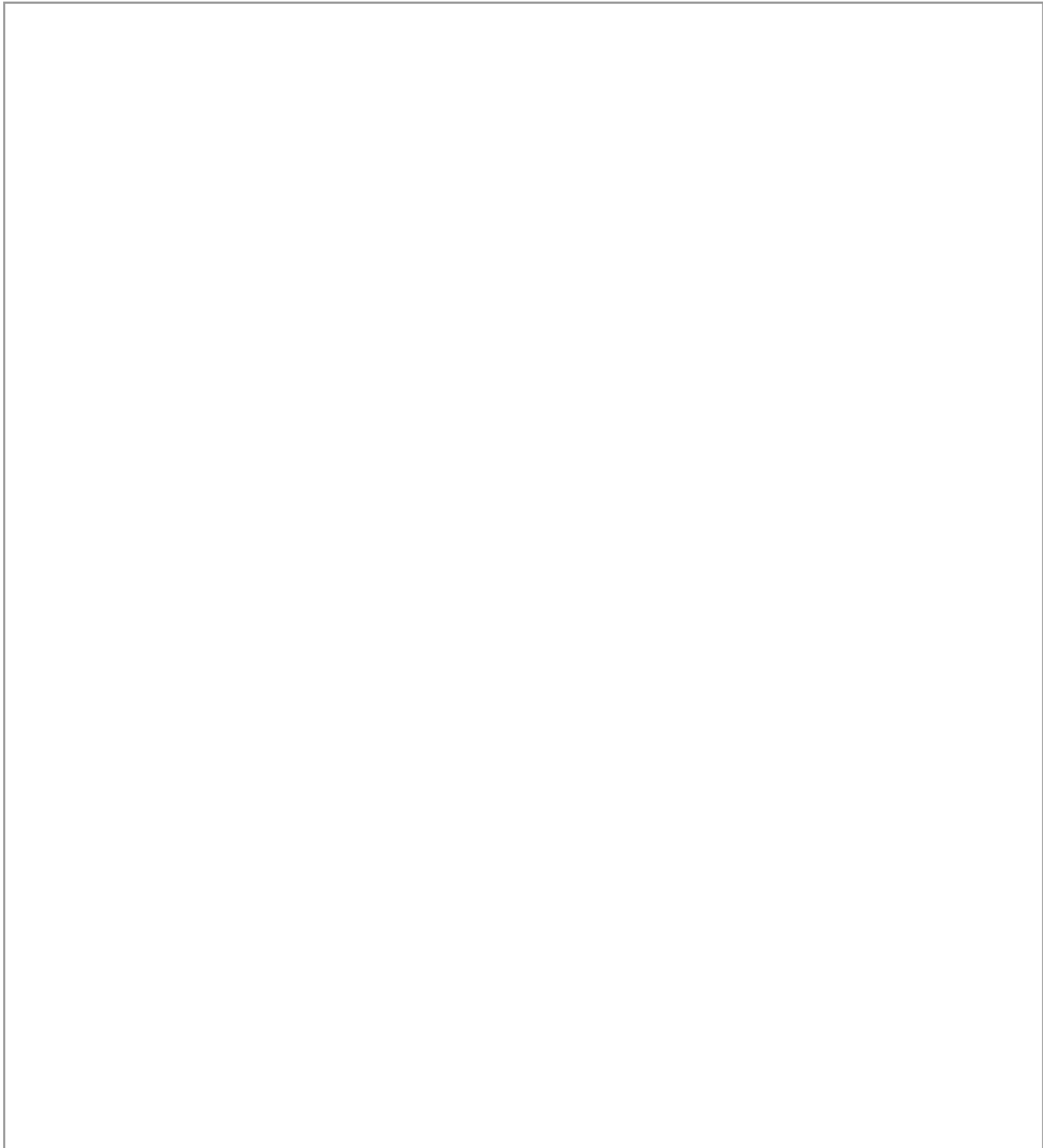
Imagine the year is 2020...

Where does your team fit in the broader organization?

How does your team work?

What types of projects are your team delivering?

What does your day look like?

A large, empty rectangular box with a thin grey border, intended for participants to write their answers to the questions listed above.

Map: Organization

Draw the structure of your broader organization, noting where your team fits in

A large, empty rectangular box with a thin black border, intended for drawing an organizational chart. The box is currently blank, providing space for the user to map their organization's structure.

Reflection: Organization

Reflections, surprises, and takeaways

Rate each statement from 1 to 5, where 1 = strongly disagree and 5 = strongly agree

| Statement | Rating |
|--|--------|
| 01. I understand our organization's structure and our delivery processes | |
| 02. Executive champion(s) help our team achieve its goals when needed | |
| 03. Our team is supported by cross-functional partners and allies | |
| 04. Our entire organization understands the value of design | |
| 05. Our team is seen as a partner in major organizational decisions | |

Map: Team Structure

Circle your team's staffing model

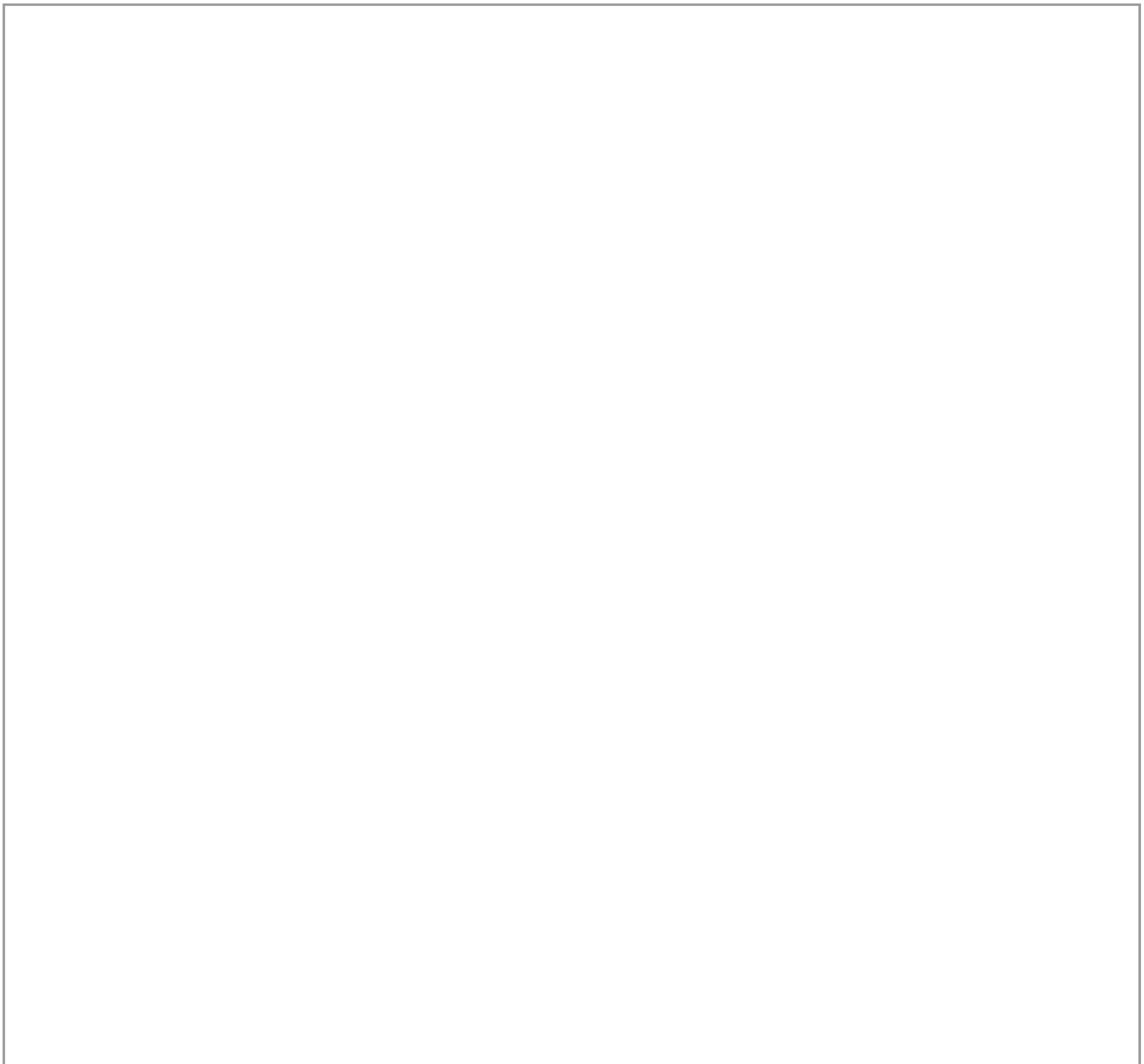
Internal
Agency

Decentralized &
Embedded

Centralized
Partnership

Other

Draw your team's reporting structure



Map: Team Skills

Cross out skills your team doesn't require to succeed

Circle skills your team requires to succeed

Star skills your team needs but doesn't currently have

User Research

Project Management

Information Architecture

Critique & Feedback

Interaction Design

Product Thinking

Copywriting

Business Strategy

Content Strategy

Technical Fluency

Visual Design

Development Methods

Service Design

Data & Analytics

Rapid Prototyping

Organizational Design

Design Strategy

Process & Delivery Management

Facilitation

Team Growth & Development

Visual Storytelling

Hiring & Recruiting

Domain Expertise

Presentation Skills

Reflection: Team

Reflections, surprises, and takeaways

Rate each statement from 1 to 5, where 1 = strongly disagree and 5 = strongly agree

| Statement | Rating |
|---|--------|
| T1. We have a mission and goals that our whole team works toward | |
| T2. Our team has the right skills and structure to be successful | |
| T3. Our team has a culture of inclusion, collaboration, and learning | |
| T4. Our team excels at attracting, hiring, and retaining employees | |
| T5. Our team is known for expertise in customer needs and product value | |

Map: Projects



Reflection: Projects

Reflections, surprises, and takeaways

Rate each statement from 1 to 5, where 1 = strongly disagree and 5 = strongly agree

| Statement | Rating |
|---|--------|
| P1. Project decisions are consistently based on user insights | |
| P2. Project teams have a shared view of user models & journeys | |
| P3. Project teams use efficient processes to get things done | |
| P4. Project teams consistently ship high quality user experiences | |
| P5. Our team's projects clearly support our company priorities | |

Map: Self

Calculate how much time you spent last week on your top 3 priorities and other activities.

| Your top 3 priorities | Time spent |
|-----------------------|------------|
| 1. | |
| 2. | |
| 3. | |

| Other activities | Time Spent |
|-----------------------------------|------------|
| Design Delivery | |
| Hiring | |
| Coaching & Performance Management | |
| Quality | |
| Strategy | |
| Communication | |
| Other: | |

Total Hours Worked _____

Reflection: Self

Reflections, surprises, and takeaways

Rate each statement from 1 to 5, where 1 = strongly disagree and 5 = strongly agree

| Statement | Rating |
|--|--------|
| S1. I spend my time on top-priority work and delegate / defer other work | |
| S2. I am involved in and influence decisions that impact my team | |
| S3. I maintain strong relationships with other teams and stakeholders | |
| S4. I evangelize my team's work in individual and group settings | |
| S5. I keep my team engaged with the external design community | |

Reflection: Overall

Total your ratings from the previous mapping exercises

| | Total Score |
|--------------|-------------|
| Organization | |
| Team | |
| Projects | |
| Self | |

Reflections, surprises, and takeaways

Focus Areas & Potential Moves

Prioritize: where will coordinated effort best support achieving your vision?

| Code (e.g., S3) | Your top 3 reflection statements to focus on |
|-----------------|--|
| 1. | |
| 2. | |
| 3. | |

Which moves will best help address your #1 focus area, and support your others?

Your top 5 moves to consider implementing

1.

2.

3.

4.

5.

Sketching Out a Plan

We'll dive deep on one move. Repeat this exercise for your other moves on your own.

Target move: _____

What am I trying to address? What do I want to see in the future?

What, specifically, will be different as a result of doing this? How will we know?

How will this move help create that outcome?

What other moves work well together with this one? Amplify or further support it?

Org: Who do I need on board as a champion, or to approve any headcount/expense/etc.?

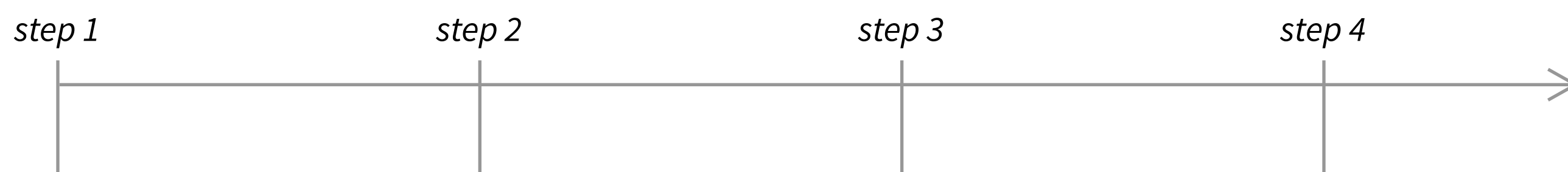
Org: Who do I need on board as an ally, partner, or advisor? Who can help me push forward?

Team: How will I involve my team? Who will support the work? To what extent?

Projects: What is the best project, or set of projects, to use for piloting this effort?

Self: How will I protect my time to maintain and support this effort?

Path: What's the first specific thing I'll do to start? The second? 3rd? Consider: when, how, where, with who?



Workshop Feedback

Tear this page off and leave it on your table

What are your top 2 workshop take-aways?

1.

2.

What was difficult? What could be improved?

1.

2.

What went well? What was most useful?

1.

2.

Open comments / questions / feedback:

(You can leave your name and contact information here if you'd like us to follow up.)