



# Using the *Red Wings* to Explore Relationships between User and Customer Experience

Keith Instone

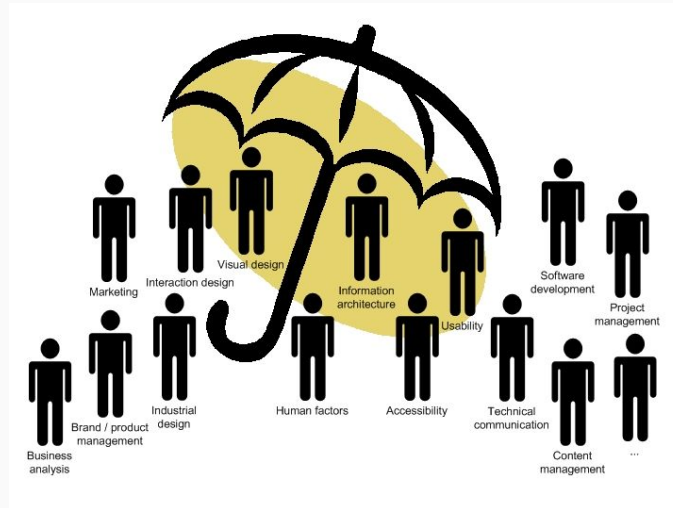
Fall 2020 CXM Best Practices Symposium  
29 October 2020



# A Little About Me (he/him)



- User experience **consultant** based in Toledo
  - Helps organizations mature their user experience practice through apprenticeship, coaching, and mentoring
- Active in the user experience **community** since the 1990s, through efforts like World Usability Day, UXnet, IAI, UXRPI, 24 Hours of UX
  - [Michigan UXPA community](#)
- 30-year **career** spanning academia (HCI research), industry (IBM), and consulting



**User Experience Umbrella-ist (2005)**

# Hockey Nut: Semi-pro



## Central Collegiate Hockey Association

[Welcome](#) to the [CCHA Web](#). The CCHA is an association of NCAA Division I College Hockey teams, with

### [Recent Scores and Upcoming Games](#)

Scores are posted once per evening. Game summaries are often available the night of the game.

### [Standings](#)

Find out the league and overall records of all CCHA teams.

### [Statistics](#)

Player and team stats are updated every Sunday night.

### [News](#)

Releases include game summaries for each night of CCHA action and players of the week.

### [1996-97 Season](#)

Find out what is in store for the current season.

### [Schedules](#)

See what games are on tap for the 1996-97 season.

### [Member Information](#)

Information on the 1996-97 season for the 10 schools that make up the CCHA.

### [What's New](#)

See what has been added recently to the CCHA Web.

### [1995-96 Season](#)

All about last season, including summaries of every game and statistics on every player.

### [Awards](#)

Winners from the 1995-96 season along with other past winners.

### [Record Book](#)

Find out who holds the records in various categories.

### [History](#)

Past standings, CCHA players in the NHL, playoff results, and more.

### [About the CCHA](#)

Find out about Commissioner Bill Beagan and other aspects of the league.

**The first college hockey conference website, 1996**

## NCAA Tournament Pairwise Comparison Ratings (2011-2012)

2021 NAAs Info ▼ Pairwise Info ▼ Tourney Watch Pairwise Historical ▼ NAAs Historical Info ▼

Main Chart

Pairwise Grid

Customize

■ - Indicates team made the NCAA Tournament

Rk	Team	PCWs	RPI	Rk	W-L-T	Win %	Rk
1	Boston College	30	.5783	1	29-10-1	.7375	1
2	Michigan	29	.5600	2	24-12-4	.6500	9
3	Union	28	.5557*	3	24-7-7	.7237	2
4	North Dakota	27	.5551	4	25-12-3	.6625	4t
5	Miami	26	.5488*	5	24-14-2	.6250	13
6	Ferris State	25	.5488	6	23-11-5	.6538	6
7	Minnesota-Duluth	23	.5483*	8	24-9-6	.6923	3
8	Minnesota	22	.5486*	7	26-13-1	.6625	4t
9	Boston University	21	.5466	9	23-14-1	.6184	14
10	Maine	21	.5460	10	23-13-3	.6282	12
11	Denver	20	.5450*	11	25-13-4	.6429	11
12	Mass.-Lowell	19	.5428	12	23-12-1	.6528	7
13	Cornell	19	.5376	14	18-8-7	.6515	8
14	Western Michigan	18	.5415	13	21-13-6	.6000	15
15	Michigan State	15	.5354	15	19-15-4	.5526	21
16	Northern Michigan	15	.5307	16	17-14-6	.5405	24
17	Merrimack	15	.5300	17	18-12-7	.5811	17t
18	Notre Dame	13	.5238	18	19-18-3	.5125	27t
19	Ohio State	11	.5174	19	15-15-5	.5000	29t
20	Harvard	10	.5162	20	13-10-11	.5441	23
21	Colorado College	10	.5148	22	18-16-2	.5278	25
22	Lake Superior	9	.5150	21	18-17-5	.5125	27t
23	Air Force	9	.5132	23	21-10-7	.6447	10

**“The [Pairwise] algorithm, in relation to college hockey, was developed by Keith Instone [in the 1990s]” - in legal documents**

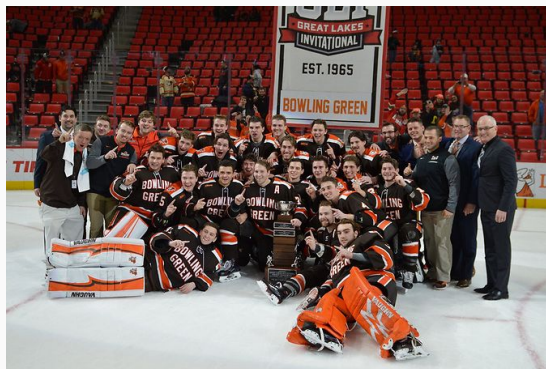
# Hockey Nut: Player, Fan, Family



## 6th Annual OhiOntario Friendship Games

August 6, 7 & 8, 1999

Bowling Green  
Ohio  
USA



# Red Wings!



- Red Wings as a competitive team (on the ice)
- Red Wings as an organization (off the ice)
- Red Wings as a professional sports club in Detroit
- Red Wings as part of a farm system



# What do people mean when they say “User Experience”?

- |                   |               |
|-------------------|---------------|
| 1. Impression     | 9. Team       |
| 2. Mindset        | 10. Strategy  |
| 3. Process        | 11. Buzzword  |
| 4. Methodology    | 12. Skill Set |
| 5. Field of Study | 13. Change    |
| 6. Practice       | 14. Industry  |
| 7. Tools          | 15. Role      |
| 8. Profession     | 16. Interest  |

[spin.dexterityux.com](http://spin.dexterityux.com)



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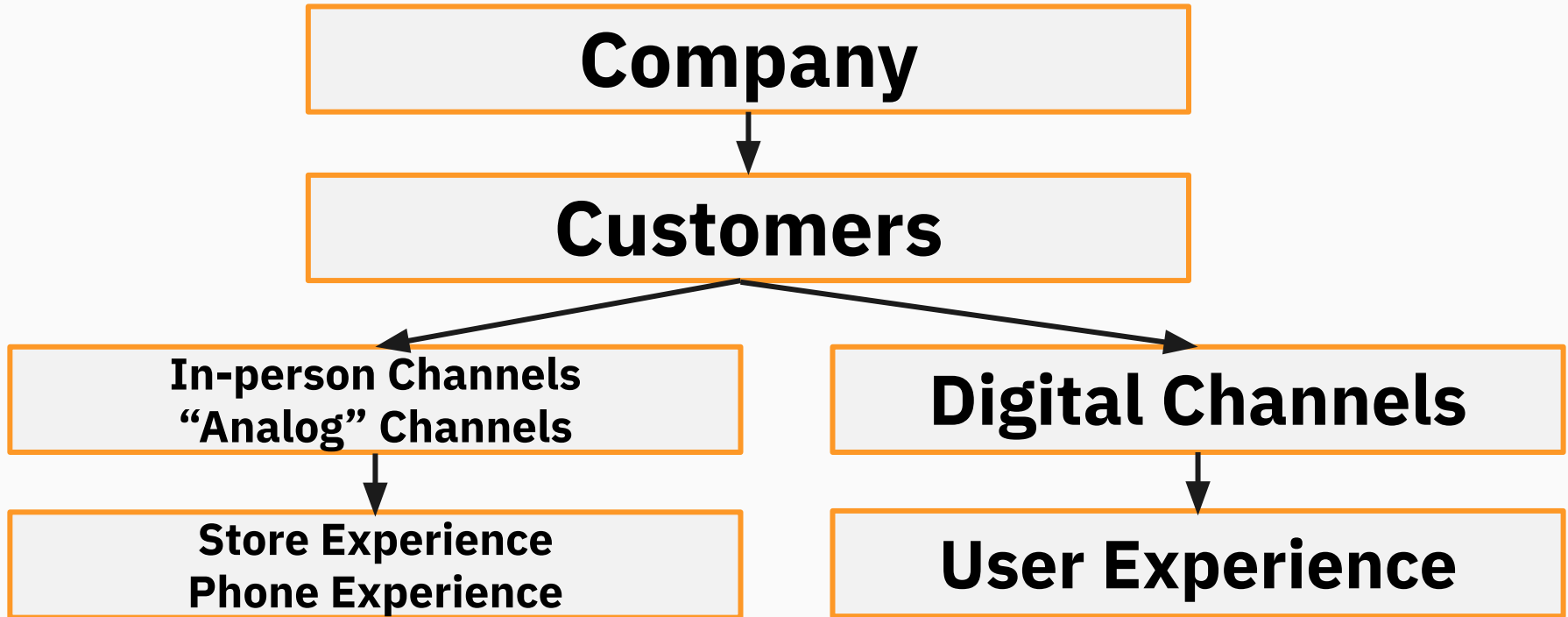


# Clusters of “User Experience” Spins



- > Phenomenon
- > Activities
- > Organizational capability
- > Disciplines at scale

# Channel Perspective on Experiences





# User Experience as Phenomenon



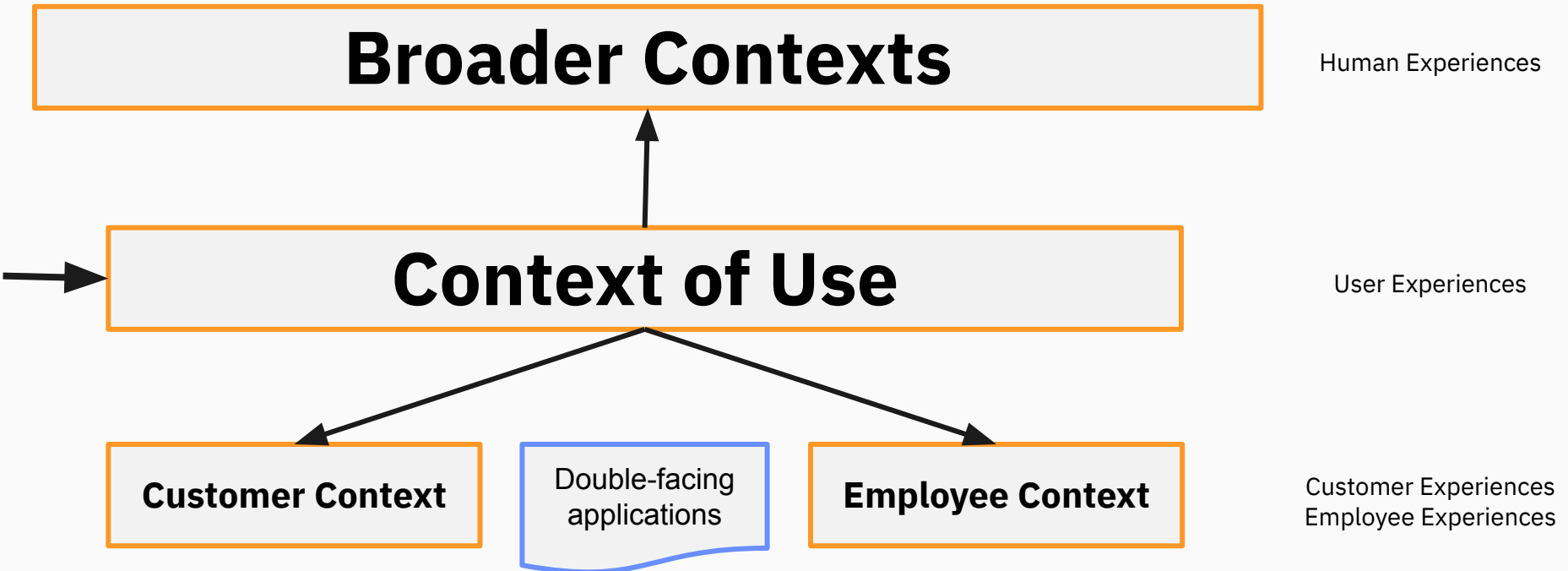
A user experience is an impression someone gets when interacting with a system

- > **Impression:** perceptions, feelings, attitudes, preferences, expectations, responses, behaviors, accomplishments
- > **Someone:** customer, employee, citizen, patient, learner
- > **System:** products, services, spaces, brands, organizations, company

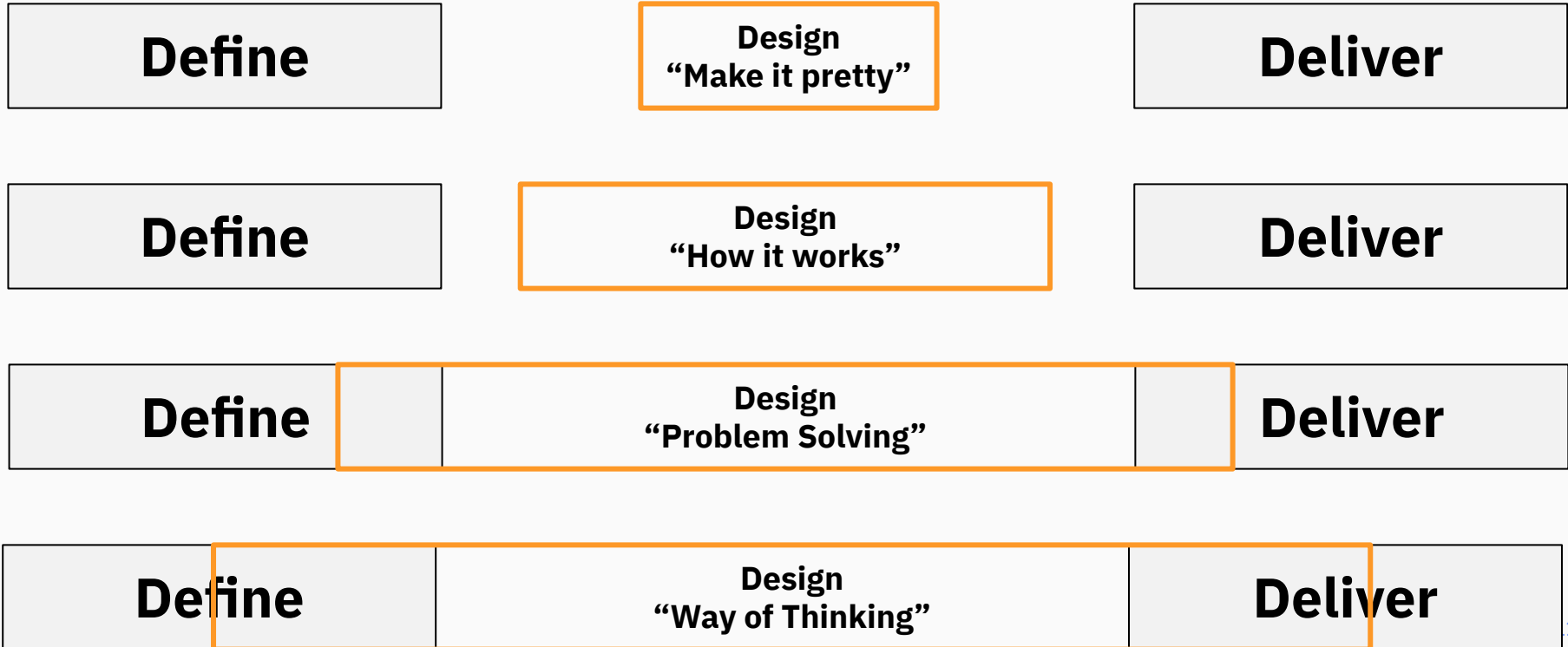
*Example ([Forbes](#)): A perception a customer gets when interacting with a brand*

See [Users as Customers and other Relationships](#) (CX of M blog) for more “someone”s

# Context Perspective on Experiences



# Scope of “Design”





**When the Red Wings win, someone else loses.  
Only one team can win the cup each year.**

UX as organizational capability:

# Team, Strategy, Change, Mindset



A **Team** (made up of various roles) that defines, designs, and delivers solutions for customers, employees, business partners, citizens, and other groups of people

A **Strategy**, a vision and plan, on par with organizational strategies for business, marketing, branding, technology, and products

An element of digital transformation and **Change**, key for organizations to survive in the future

A **Mindset** of caring about your users' needs and doing your best to serve them



## Common roles on a UX team

- > Visual designer
- > User interface designer
- > Interaction designer
- > Product designer
- > Experience designer
- > Information architect
- > Content strategist
- > User researcher
- > Experience architect
- > Prototype developer
- > Usability engineer
- > Accessibility specialist
- > Design system manager
- > Project manager
- > Manager

## Other names for teams focused on UX

- > Design
- > Product design
- > Service design
- > Digital design
- > Experience design
- > **Customer experience**
- > Employee experience
- > Experience strategy
- > <Business unit> design (if distributed)
- > Usability
- > DesignOps
- > ResearchOps

## Common “owners of UX” & “homes for UX teams”

- > CEO, CTO, CIO, CMO, CDO, **CXO**
- > Vice President, Director, Manager
- > Engineering
- > Product
- > IT
- > Marketing
- > HR
- > Innovation
- > Customer service
- > Communications
- > <Business unit>

# Organizational Mindsets needed For Good User Experiences



Organizations view the **amount of work, issues, and challenges** in defining, designing, and delivering **good** user experiences in many different ways.

- > **Easy:** Just don't treat them like "stupid users" (PICNIC, PEBKAC, ID10T, Layer 8)
- > **Basic:** Some general purpose skills will do the trick
- > **Mechanical:** With the right tools, anything can be done
- > **Repeatable:** Follow a (any) process, it just requires practice to get it right
- > **Manageable:** Administer, direct & control your people = success
- > **Strategic:** If the people at the top know what they are doing, we'll be fine
- > **Scientific:** We cannot just make it up, there is knowledge to acquire and proven approaches
- > **Professional:** Bring in the people who have devoted their careers to it
- > **Cultural:** "Culture eats strategy for breakfast"
- > **Industrial:** Our company cannot solve the important challenges alone

# UX & CX as Competing Capabilities



- Are UX & CX competing teams, strategies or mindsets in your organization?
- When is it healthy competition? Unhealthy?
- When do you reorg to combine resources and align goals?
- Which capabilities do you centralize and which do you distribute?
- What mindsets in addition to “management” are needed?



**The Red Wings are a group of people off the ice, too, each with their own specialized activities, roles and responsibilities.**



- Russ Borrows | Sr. Vice President of Finance
- Robert E. Carr | Sr. Vice President of Legal Affairs
- Emily Neenan | Sr. Vice President & Chief Marketing Officer
- Michele Bartos | Vice President of Human Resources
- Tim Padgett | Vice President of Venue Operations
- Pete Skorich | Vice President of Entertainment Services & Broadcasting
- Kevin Brown | Director of Community Relations & Detroit Red Wings Foundation
- Mike Churchill | Director of Facility Operations
- Amanda Dennis | Director of Ticket Sales
- Bryan Durren | Creative Director
- Dwight Eppinger | Director of Digital Marketing & Analytics
- Brett McWethy | Director of Marketing Communications
- Marcel Parent | Director of Curation & Content Activation
- McKenzie Reeves | Director of Purchasing
- Bruce Trout | Director of Ticket Operations
- Lisa Wyrock | Director of Guest Experience



**Kim Brodie**

*Executive Assistant & Immigration  
Manager*



**Lisa Wright**

*Team Travel Coordinator*



**LJ Scarpace**

*Video Coach*



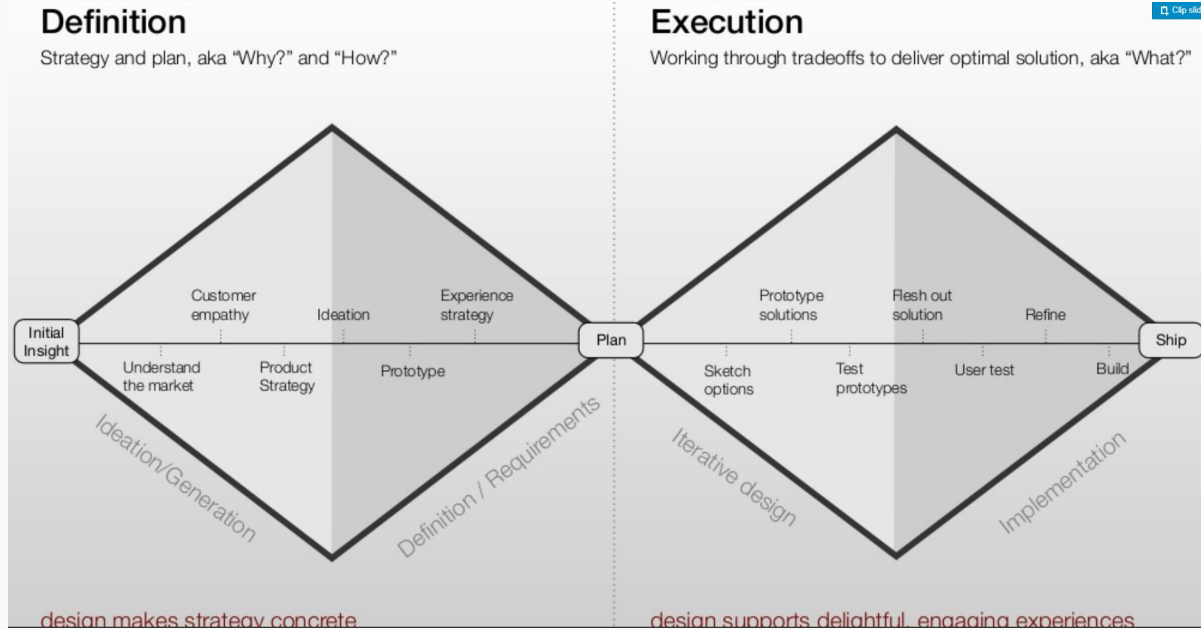
**Jeff Weintraub**

*Assistant Video Coach*

UX as activities, “what we do”:

# Process, Methodology, Role, Tool Set, Skill Set

- Human-centered **Process** (with steps like discovery, analysis, conceptual design, and evaluation) used for business and social impact
- **Methodology**, a body of techniques and rules about how to use them that govern our specialty
- **Role** on a team or project, responsible for doing a certain set of activities
- **Set of tools**, ranging from sticky notes & sketchbooks, to spreadsheets & drawing applications, to remote testing & prototyping platforms
- **Skill set**, a collection of abilities, such as empathy, divergent thinking, and sketching, which can be applied to any professional or creative endeavor

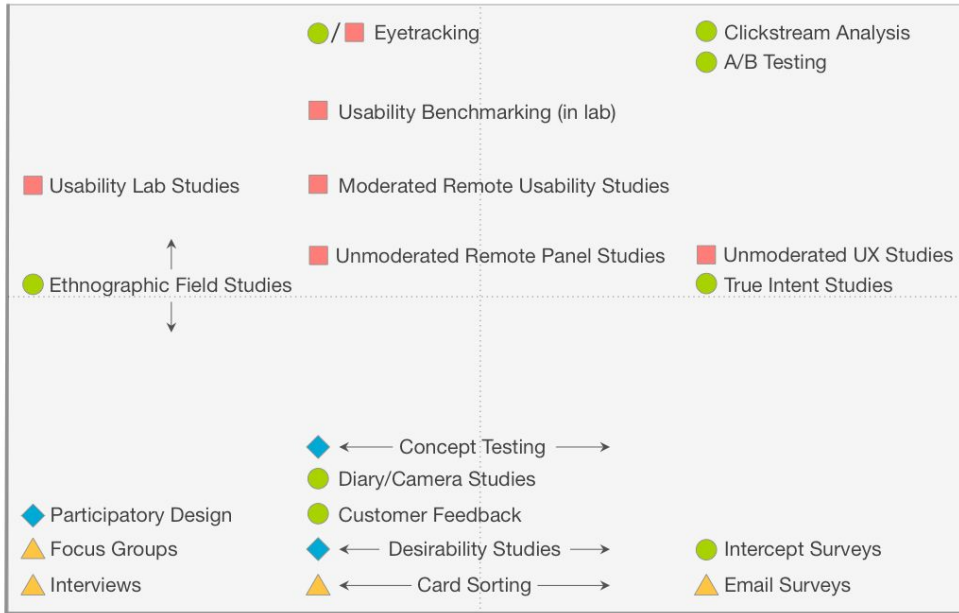


## Double diamond: Diverge & converge, twice

# A LANDSCAPE OF USER RESEARCH METHODS



**BEHAVIORAL**



**ATTITUDINAL**

**QUALITATIVE (DIRECT)**

**QUANTITATIVE (INDIRECT)**

## KEY FOR CONTEXT OF PRODUCT USE DURING DATA COLLECTION

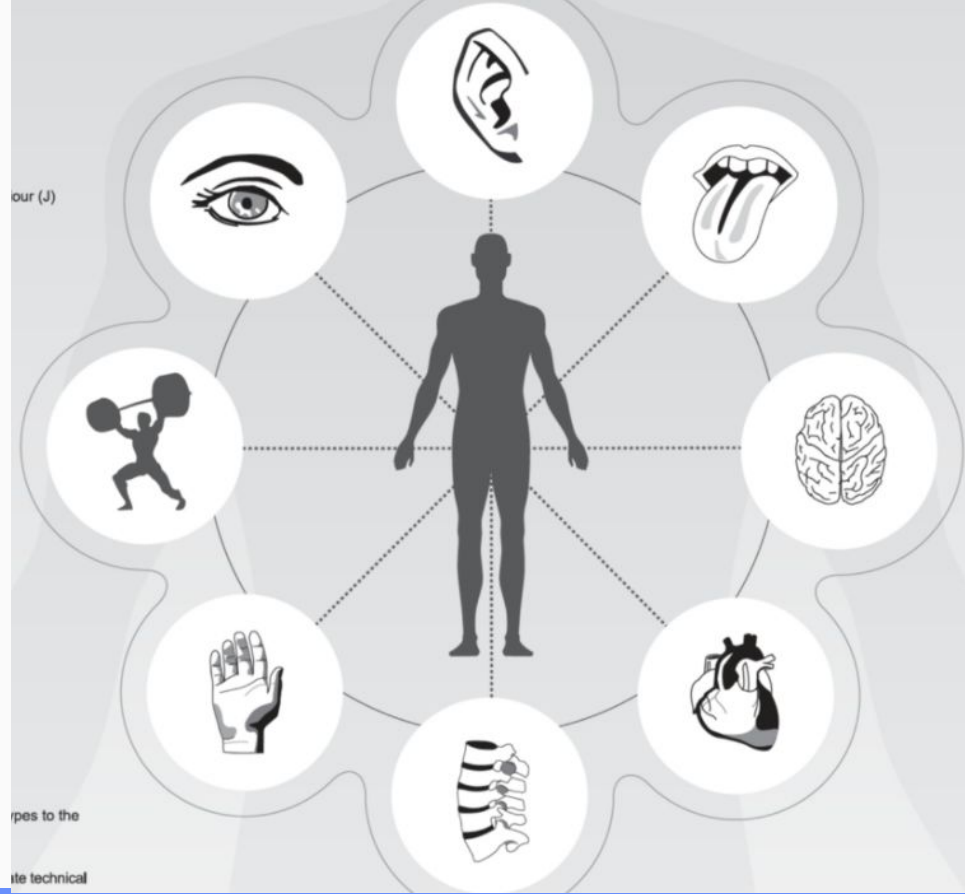
- Natural use of product
- ▲ De-contextualized / not using product
- Scripted (often lab-based) use of product
- ◆ Combination / hybrid

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Christian Rohrer

## Shapes of UX People

- > Empathy
- > Team player
- > Solution driven, delivery focus
- > People, relationships
- > Passion, energy
- > Communication, listening
- > Creativity
- > Technology understanding

**Indispensable UX Skills:** Sketching, Storytelling, Critiquing, Presenting, Facilitating, (Question-asking)



Skills needed to be good at UX activities

# UX & CX as Complementary Activities



- Which UX & CX methods, tools & skills complement each other?
- Is it as simple as the same work, but different channels?
- Who takes the lead at each phase?
  - Define (CX), Design (UX), Deliver (CX)?
- When to use qualitative & quantitative methods in VOC programs?
- Which activities should we share or teach each other (e.g., journey mapping)?



The Red Wings do not compete head-to-head with the Tigers, Pistons, or Lions: they are part of the same community.



For the Red Wings to succeed, they need help from lots of other hockey organizations. The ice hockey profession? The ice hockey industry?



**Luke Glendening**

Center -- shoots R  
 Born Apr 28 1989 -- Grand Rapids, MI  
 [31 yrs. ago]  
 Height 5.11 -- Weight 191 [180 cm/87 kg]

List Cards  
 Show Trades



Season	Team	Lge	Regular Season							Playoffs				
			GP	G	A	Pts	PIM	+/-	GP	G	A	Pts	PIM	
2008-09	U. of Michigan	CCHA	35	6	4	10	33							
2009-10	U. of Michigan	CCHA	45	7	14	21	39							
2010-11	U. of Michigan	CCHA	44	8	10	18	26							
2011-12	U. of Michigan	CCHA	41	10	11	21	24							
2011-12	Providence Bruins	AHL	3	0	0	0	0	0	--	--	--	--	--	
2012-13	Toledo Walleye	ECHL	27	14	7	21	27	13	--	--	--	--	--	
2012-13	Grand Rapids Griffins	AHL	51	8	18	26	50	12	24	6	10	16	30	
2013-14	Grand Rapids Griffins	AHL	18	5	7	12	18	8	--	--	--	--	--	
2013-14	Detroit Red Wings	NHL	56	1	6	7	22	-8	5	1	0	1	0	
2014-15	Detroit Red Wings	NHL	82	12	6	18	34	5	7	2	1	3	8	
2015-16	Detroit Red Wings	NHL	81	8	13	21	46	4	5	0	1	1	0	
2016-17	Detroit Red Wings	NHL	74	3	11	14	26	-10	--	--	--	--	--	
2017-18	Detroit Red Wings	NHL	69	11	8	19	17	-14	--	--	--	--	--	
2018-19	Detroit Red Wings	NHL	78	10	13	23	15	2	--	--	--	--	--	
2019-20	Detroit Red Wings	NHL	60	6	3	9	14	-29	--	--	--	--	--	
<b>NHL Totals</b>			<b>500</b>	<b>51</b>	<b>60</b>	<b>111</b>	<b>174</b>		<b>17</b>	<b>3</b>	<b>2</b>	<b>5</b>	<b>8</b>	

Rk	Prospect	Pos	2019-20 Stats	2019-20 Team(s)
1	Moritz Seider	RD	49 GP – 2 G – 20 A – 22 PTS	Grand Rapids (AHL)
2	Filip Zadina	RW	21 GP – 9 G – 7 A – 16 PTS	Grand Rapids (AHL)
3	Joe Veleno	C	54 GP – 11 G – 12 A – 23 PTS	Grand Rapids (AHL)
4	Michael Rasmussen	C	35 GP – 7 G – 15 A – 22 PTS	Grand Rapids (AHL)
5	Dennis Cholowski	LD	30 GP – 3 G – 10 A – 13 PTS	Grand Rapids (AHL)
6	Jared Mclsaac	LD	25 GP – 4 G – 13 A – 17 PTS	Moncton (QMJHL)
7	Jonatan Berggren	LW	24 GP – 2 G – 10 A – 12 PTS	Skellefteå AIK (SHL)
8	Antti Tuomisto	RD	48 GP – 15 G – 34 A – 49 PTS	Ässät U20 (Jr. A SM-liiga)
9	Albert Johansson	LD	42 GP – 2 G – 11 A – 13 PTS	Färjestad BK (SHL)
10	Evgeny Svechnikov	RW	51 GP – 11 G – 14 A – 25 PTS	Grand Rapids (AHL)
11	Robert Mastro Simone	LW	34 GP – 7 G – 10 A – 17 PTS	Boston U. (NCAA)



## UX beyond your organization:

# Topic, Practice, Field of Study, Profession, Industry

- > A **Field of Study** focused on how people behave in technology-enabled contexts and how to creatively address human needs
- > A **Topic of Interest**, a reason for a community of enthusiasts to gather
- > A **Community of Practice**, a group of people who share a passion for user-centered design and learn how to do it together in social settings
- > A **Profession**, with careers, occupations, and jobs such as user researcher, information architect, user interface designer, and usability engineer
- > An **Industry**, a collection of business establishments that act as a whole, are regulated, and get analyzed for economic activity

# What should you study to be good at UX?



- > Human-Computer Interaction [2]
  - (traditionally) Computer Science meets Humanities, Social Sciences, Business, Fine Arts, ...
- > Psychology (Cognitive)
  - Human behavior
- > Design (& the Arts)
  - Graphic & Visual Communication [2, 3], often “Interaction Design”
  - Industrial [3]
  - Theater
- > Rhetoric, Writing & Culture [1]
- > Library & Information Science [2]
- > Media [1]
- > Business Management [1]
  - Some call it CXM, some “design & innovation”
- > Criminal justice, Social work, Construction management, Auto engineering, ...
  - Be an end user first, subject matter expert second, UXer third

[1] MSU  
[2] U of M  
[3] CCS

# Dimensions of UX Communities



## UX Professionals

Knowledge, Ethics, Academia

## UX Practitioners

Jobs, Conferences, Mentoring

## UX Aficionados

Awareness, Meetups, Related careers



Local



Global

Community Foci:

UX

Design

Research

Business

Technology

Content / Info



STC  
MGL

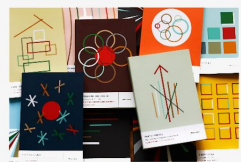
Welcome  
to the Michigan UX Holiday Party

Use your real name  
Wired headphones recommended

Move: up/down arrows, click & drag  
Rotate: left/right arrows  
Zoom in/out: ctrl -/+



See MichiganUXPA.org "Community" page for more about these groups and how to join us.



IXDA  
GRAND RAPIDS



IDSA  
DET

Michigan Automotive & Mobility  
UX

detroit  
UX

CCS

M  
UNIVERSITY OF  
MICHIGAN

Ladies  
of UX  
DETROIT

AIGA

WORLD IA DAY

Ann Arbor UX  
Happy Hour

Ignite  
UX Michigan

O'REILLY  
Laws of UX

# UX & CX as Related Disciplines



- Should we build a broader community of practice around “\_X” in Michigan?
- Which fields of study and professional career paths cross UX & CX?
- How do we scale to help Michigan companies compete globally?

# Questions & Discussion



Competing capabilities	<ul style="list-style-type: none"><li>● Are UX &amp; CX competing teams, strategies or mindsets in your organization?</li><li>● When is it healthy competition? Unhealthy?</li><li>● When do you reorg to combine resources and align goals?</li><li>● Which capabilities do you centralize and which do you distribute?</li><li>● What mindsets in addition to “management” are needed?</li></ul>
Complementary activities	<ul style="list-style-type: none"><li>● Which UX &amp; CX methods, tools &amp; skills complement each other?</li><li>● Is it as simple as the same work, but different channels?</li><li>● Who takes the lead at each phase? Define (CX), Design (UX), Deliver (CX)?</li><li>● When to use qualitative &amp; quantitative methods in VOC programs?</li><li>● Which activities should we share or teach each other (e.g., journey mapping)?</li></ul>
Related disciplines	<ul style="list-style-type: none"><li>● Should we build a broader community of practice around “_X” in Michigan?</li><li>● Which fields of study and professional career paths cross UX &amp; CX?</li><li>● How do we scale to help Michigan companies compete globally?</li></ul>



# Fall 2020 CXM Best Practices Symposium

Oct 29, 2020

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**Breakout Session 3**

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## Using the Red Wings to Explore Relationships between User and Customer Experience

📅 Thu. Oct 29, 2020   ⌚ 1:30 PM - 2:15 PM   👤 1 Attending   ❓ 0 Questions

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Keith Instone

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# dexxterity

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