

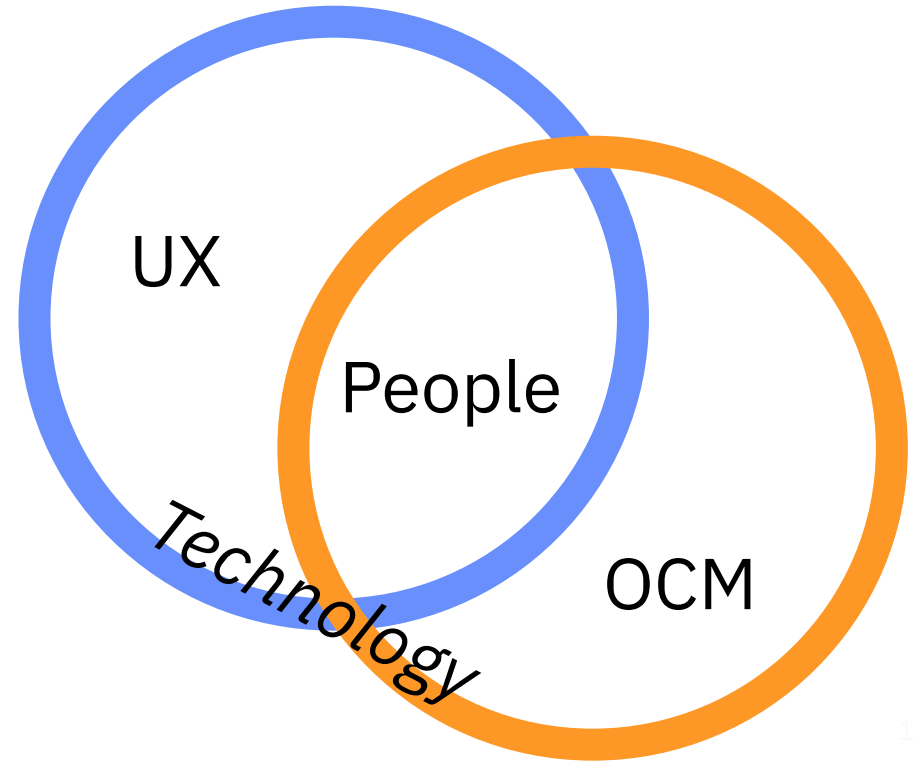
# Intersection of UX and OCM

Marriage made in Heaven, or just Friends?

## Keith Instone

- > ACMP Ohio
- > April 20, 2021
- > [dexterityux.com](https://dexterityux.com) (download slides with links)

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# All Member Connect

⚙️ Settings

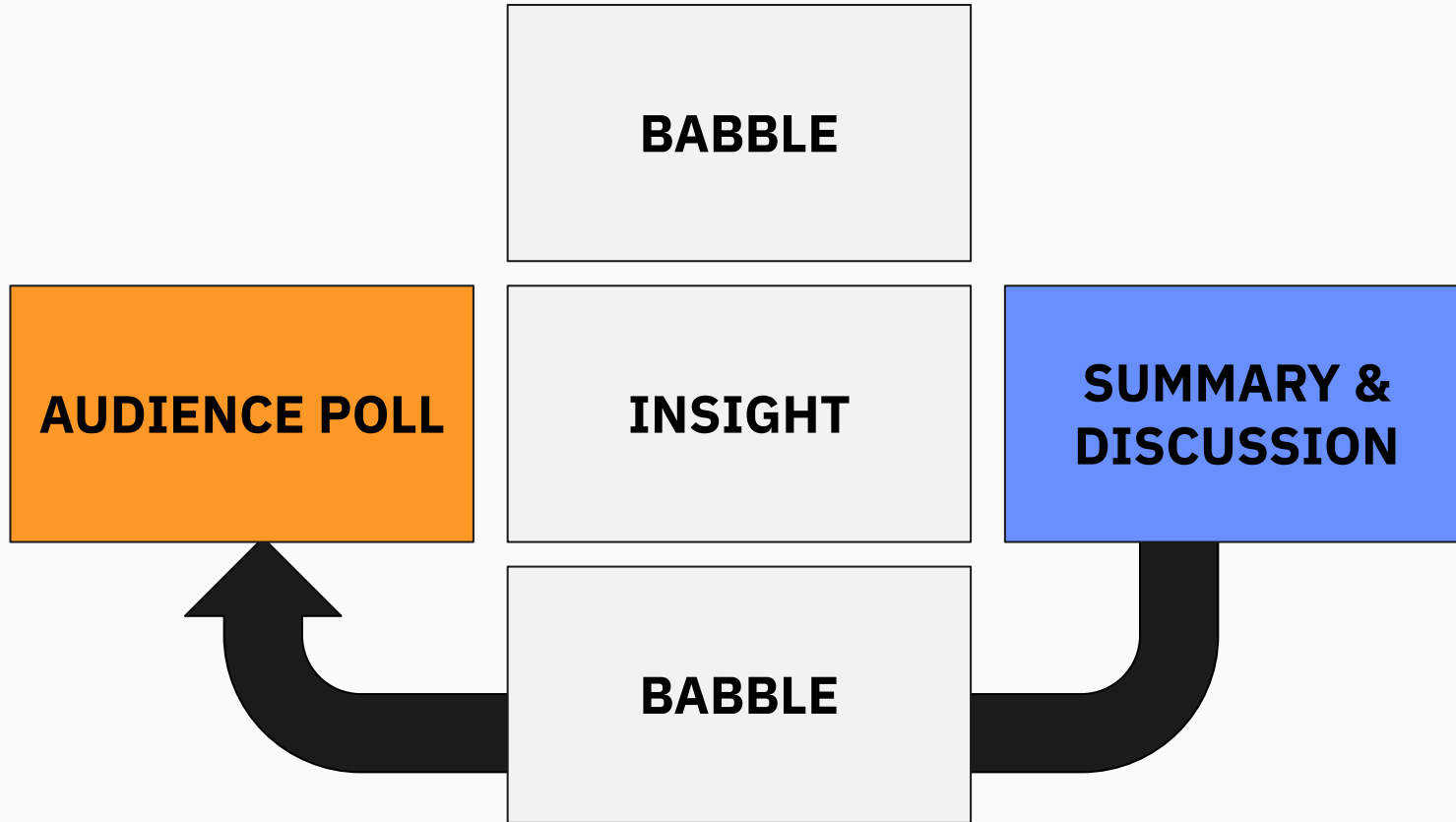
March 29, 2021

## Is User Experience (UX) a new "change management" (CM) practice?

I have been in internal company meetings and people are talking about UX and using all the familiar change management terminologies, tools and approaches.

Is CM morphing into UX ... or is UX a subset of CM?

Wei teck





# How would you categorize yourself?

(pick several)

- Change Management practitioner
- Change Management interloper
- Change Management aspirant
- User Experience practitioner
- User Experience interloper
- User Experience aspirant
- None of the above

# What do user experience and change management have in common?



To make *technology* that improves the **human** condition, I need changes in the organizations I am working for (as an employee) and with (as a consultant).

- “Engineering culture”: **people** adapting to *technology*
- “Profit-driven culture”: make money, often by creating *technology*, regardless of impact on **people**

With the rise of **Digital Transformation**, *technology* is playing a larger role as you “apply a structured approach to transition an organization from a current state to a future state to achieve expected benefits.”

- Current state + *Technology* + **People** = Future state

# Tonight's agenda



A framework for helping you understand “UX” (good luck!)

- Shared work products, like personas
- Organizational capabilities, like UX teams
- Cross-disciplinary opportunities

Quick intro for the two communities of practice here in Ohio

- Start the conversation
- Do we have more to share with each other?



Any questions before we get started?



How much have you been involved in Digital Transformation initiatives? (pick one)

- Never, no plans to
- Thinking about it
- Yes, because of the pandemic
- Some even before the pandemic
- Been doing them for a long time



# Digital Transformation ?!?!



*Adoption* of **digital technology** to **transform services or businesses**, through replacing non-digital or manual processes with digital processes or replacing older digital technology with newer digital technology (Wikipedia)

*Radical rethinking* of how an organization uses **technology, people and processes** to fundamentally change business performance ([Westerman, MIT](#))

*But it is not new!* New business demands + Updated technology systems + Talent + Culture change = **Business process transformation** ([Forbes](#))

An article we all probably agree with: [Digital Transformation Is Not About Technology](#) (HBR, 2019)

# 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  |

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"I really liked the case studies at that UX conference."

User Experience is 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

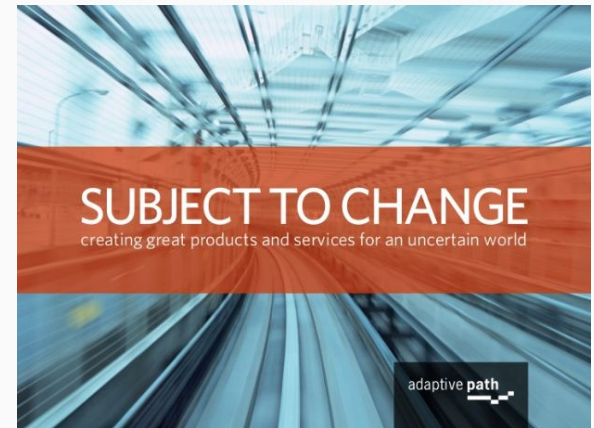
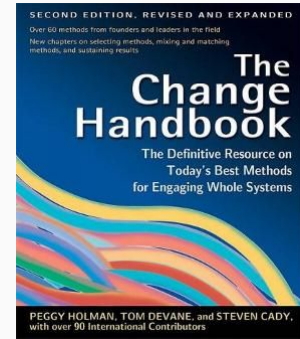
# UX as Change Agent

“Our UX work will not succeed if we don't change the culture around here.”



## My journey as an “agent of change”

- **2000: Survival.** Ad hoc change or fail!
- **2007+: Informal learning.** Nexus 4 Change conference by BGSU MOD’s Steve Cady
- **2008+: Common realization.** Theme at many UX conferences
- **2012+ UX consulting advantage.** Without marketing it as such
- **2019: Re-committed as “ally”.** Re-joined when ACMP Oho visited Toledo
- **2021: Contribute to OCM practice?**



# Categories of what UX means

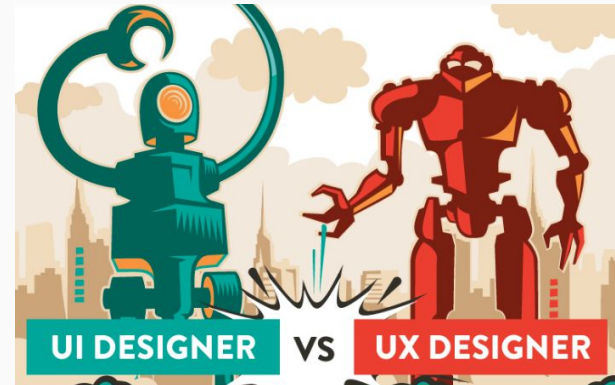


1. **Nothing:** Buzzword
2. **Phenomenon:** Impression
3. **Activities**
  - Process, Methodology, Role, Tool Set, Skill Set
4. **Organizational capability**
  - Team, Strategy, Change, Mindset
5. **Disciplines at scale**
  - Interest, Practice, Profession, Field of Study, Industry

# UX as Buzzword

“Sprinkle some UX magic on our app before we launch.”

- **User interface:** all components of an interactive system (software or hardware) that provide **information and controls** for the user to accomplish specific tasks with the interactive system [ISO 9241-210:2019]
- **“UI/UX” as a job title:** Confusing
  - “Training/Change Management”???
- UI = What people interact with
- UX = How people feel about it
- UX = How your organization defines, designs & delivers it



# UX as a Phenomenon: Impression



“I had a really bad experience trying to buy something from that web site.”

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
- > **Interacting:** goals, tasks, input, output, feedback
- > **System:** products, services, spaces, brands, organizations

“THE UX” → “Our users’ experiences” ✕  
(it depends...)

Replace “users” with specific phrases for different situations

- Customers, Potential customers, Current customers
- Employees, New hires, Invoice approvers
- Patients, Family members, Doctors
- Residents, Citizens
- Faculty, Students (roles) → Teachers, Learners (goals)
- Non-humans? Dogs, chickens





What is your experience with “personas”?  
(pick one)

- Never heard of them
- Sound interesting, want to try them
- Tried them, ho-hum
- Fill a gap in our methodology
- Wow, best thing since sliced bread!

# Types of Personas: “fake people”

Proto-Persona: based on assumptions, not data (bug or feature?)



	Type	Created from	Main goal
Tactical  Answers “What should we do”  “Downstream”	<b>Marketing / Buyer</b>	Compilation of market data	Better marketing campaigns For marketing
	<b>Design</b>	Translation of (user, market, etc.) research	Better UI designs For designers
Strategic  Asks “Why are we doing it”  “Upstream”	<b>User Research</b>	Synthesis of “research” data (often qualitative)	Share insights with entire organization so <i>everyone</i> can make better decisions
	<b><u>Alignment</u></b>	Assumption-collection workshops	Exposure of assumptions at the executive level

# Personas and Journey Maps for Organizational Change

Lanette Ferguson, Change Management Texas 2018



## Persona IT Supervisor

### What is Changing for Me

My team needs to change their processes while also learning a new tool. They will likely need training and will need to participate in process reengineering meetings which impacts their productivity.

### How this Impacts Me

Level of Impact: **Medium**  
 Training requirement: **Medium**  
 Engagement requirement: **High**



**Age Range:** 38-55

**Length of Service:** 5+ years

**Roles within organization:**  
 Supervises Network Engineering, IT Security, DevOps, Disaster Recovery and Cloud teams

	Identifying	Planning	Implementing			
<b>Awareness Activities</b>	<ul style="list-style-type: none"> <li>Begin to hear about the new ITSM initiative from leadership</li> <li>Begin sharing what I know with my team</li> </ul>	<ul style="list-style-type: none"> <li>Receiving updates from management about the change</li> <li>Passing info along to my team</li> <li>Participating in requirements conversations</li> <li>Stakeholder analysis meetings</li> </ul>	<ul style="list-style-type: none"> <li>Keeping my team informed</li> <li>Modeling new behaviors</li> <li>Supporting my team by giving them time to attend training, participate in UAT, as Change Champions or Super Users</li> </ul>	Go Live		
<b>Thoughts</b>	<ul style="list-style-type: none"> <li>What does my team need to do to implement and maintain these new processes and tool?</li> <li>What about the other initiatives my team is working on?</li> </ul>	<ul style="list-style-type: none"> <li>What integration points do we need to take into consideration?</li> <li>My team is being asked to change everything they do which is concerning to me</li> </ul>	<ul style="list-style-type: none"> <li>Which members of my team are on board with the change and who are not?</li> <li>How do I get those that are resisting on board?</li> </ul>			
<b>Emotional Experience</b>	<ul style="list-style-type: none"> <li>Overwhelm</li> <li>Fear</li> <li>Denial</li> </ul>	<ul style="list-style-type: none"> <li>Concern</li> <li>Happiness</li> <li>Excitement</li> </ul>	<ul style="list-style-type: none"> <li>Ambivalence</li> <li>Resistance</li> <li>Skepticism</li> </ul>		<ul style="list-style-type: none"> <li>Curiosity</li> <li>Anticipation</li> </ul>	<ul style="list-style-type: none"> <li>Cautious</li> <li>Frustration</li> <li>Realization</li> </ul>

# Persona IT Supervisor

## What is Changing for Me

My team needs to change their processes while also learning a new tool. They will likely need training and will need to participate in process reengineering meetings which impacts their productivity.

## How this Impacts Me

- Level of Impact: **Medium**
- Training requirement: **Medium**
- Engagement requirement: **High**

Overall Risk Score:



**Age Range:** 38-55

**Length of Service:** 5+ years

**Roles within organization:**  
Supervises Network Engineering, IT Security, DevOps, Disaster Recovery and Cloud teams

**Primary responsibilities:**  
Employee management, works directly with team to drive tasks and deliverables

**Personal/professional motivators:** Career growth, team growth, align team to company vision/mission, project deadlines to meet expectations

**Level of tech savviness:** High

**Learning style:** Low-touch, is interested in developing team's capabilities vs own

	Identifying	Planning	Implementing	Sustaining			
<b>Awareness Activities</b>	<ul style="list-style-type: none"> <li>Begin to hear about the new ITSM initiative from leadership</li> <li>Begin sharing what I know with my team</li> </ul>	<ul style="list-style-type: none"> <li>Receiving updates from management about the change</li> <li>Passing info along to my team</li> <li>Participating in requirements conversations</li> <li>Stakeholder analysis meetings</li> </ul>	<ul style="list-style-type: none"> <li>Keeping my team informed</li> <li>Modeling new behaviors</li> <li>Supporting my team by giving them time to attend training, participate in UAT, as Change Champions or Super Users</li> </ul>	<b>Go Live</b>	<ul style="list-style-type: none"> <li>Monitoring metrics to see how the new tool and processes are impacting my team</li> <li>Continuing to model new behaviors for my team</li> <li>Addressing concerns and issues</li> </ul>		
<b>Thoughts</b>	<ul style="list-style-type: none"> <li>What does my team need to do to implement and maintain these new processes and tool?</li> <li>What about the other initiatives my team is working on?</li> </ul>	<ul style="list-style-type: none"> <li>What integration points do we need to take into consideration?</li> <li>My team is being asked to change everything they do which is concerning to me</li> </ul>	<ul style="list-style-type: none"> <li>Which members of my team are on board with the change and who are not?</li> <li>How do I get those that are resisting on board?</li> </ul>		<ul style="list-style-type: none"> <li>How do I know what success looks like for my team?</li> <li>What does management want me to track and how do I report my team's progress?</li> </ul>		
<b>Emotional Experience</b>	<ul style="list-style-type: none"> <li>Overwhelm</li> <li>Fear</li> <li>Denial</li> </ul>	<ul style="list-style-type: none"> <li>Concern</li> <li>Happiness</li> <li>Excitement</li> </ul>	<ul style="list-style-type: none"> <li>Ambivalence</li> <li>Resistance</li> <li>Skepticism</li> </ul>	<ul style="list-style-type: none"> <li>Curiosity</li> <li>Anticipation</li> </ul>	<ul style="list-style-type: none"> <li>Optimism</li> <li>Relief</li> <li>Acceptance</li> </ul>	<ul style="list-style-type: none"> <li>Practice</li> <li>Motivation</li> <li>Utilization</li> </ul>	<ul style="list-style-type: none"> <li>Integration</li> <li>Commitment</li> </ul>
<b>Needs</b>	<ul style="list-style-type: none"> <li>Help me understand what I need to do to get my team ready</li> <li>Help me understand what I need to know to fit this in with my other priorities</li> </ul>	<ul style="list-style-type: none"> <li>I need to be kept in informed of progress, how my team is impacted and what they need to do differently</li> </ul>	<ul style="list-style-type: none"> <li>I need to know how best to support my team</li> <li>I need to understand exactly how these changes impact my team's productivity</li> </ul>	<ul style="list-style-type: none"> <li>I need to know how to measure success and what success looks like</li> <li>I need my leadership team to continue rallying for the change</li> </ul>			
<b>Pain Points (Resistance/Risk)</b>	<ul style="list-style-type: none"> <li>I don't have the time to roll up my sleeves and get tactical</li> <li>My team is already short on resources so I can't afford to have them focused on a project</li> </ul>	<ul style="list-style-type: none"> <li>How do I trust the implementation team knows our business enough to configure this tool for us?</li> </ul>	<ul style="list-style-type: none"> <li>My team is being stretched thin due to project related activities</li> <li>Members of my team are complaining about the new processes and impacts to them</li> </ul>	<ul style="list-style-type: none"> <li>How do I sustain momentum in an unstable environment?</li> </ul>			
<b>Opportunities (WIFM)</b>	<ul style="list-style-type: none"> <li>Help me balance the workload for my team so that they can participate in project related activities</li> </ul>	<ul style="list-style-type: none"> <li>Capture thorough requirements so you understand our needs</li> <li>Keep me involved as appropriate so that I trust the process</li> </ul>	<ul style="list-style-type: none"> <li>Help me understand and convey the big picture vision and benefits of the change to my team</li> </ul>	<ul style="list-style-type: none"> <li>Help me hold my team accountable by implementing performance review metrics</li> </ul>			



## Needs

- Help me understand what I need to do to get my team ready
- Help me understand what I need to know to fit this in with my other priorities

## Pain Points (Resistance/ Risk)

- I don't have the time to roll up my sleeves and get tactical
- My team is already short on resources so I can't afford to have them focused on a project

## Opportunities (WIFM)

- Help me balance the workload for my team so that they can participate in project related activities

Pain with  
current  
process?

Problems with  
current tool?

# Personas and Journey Maps for Organizational Change

Lanette Ferguson, Change Management Texas 2018

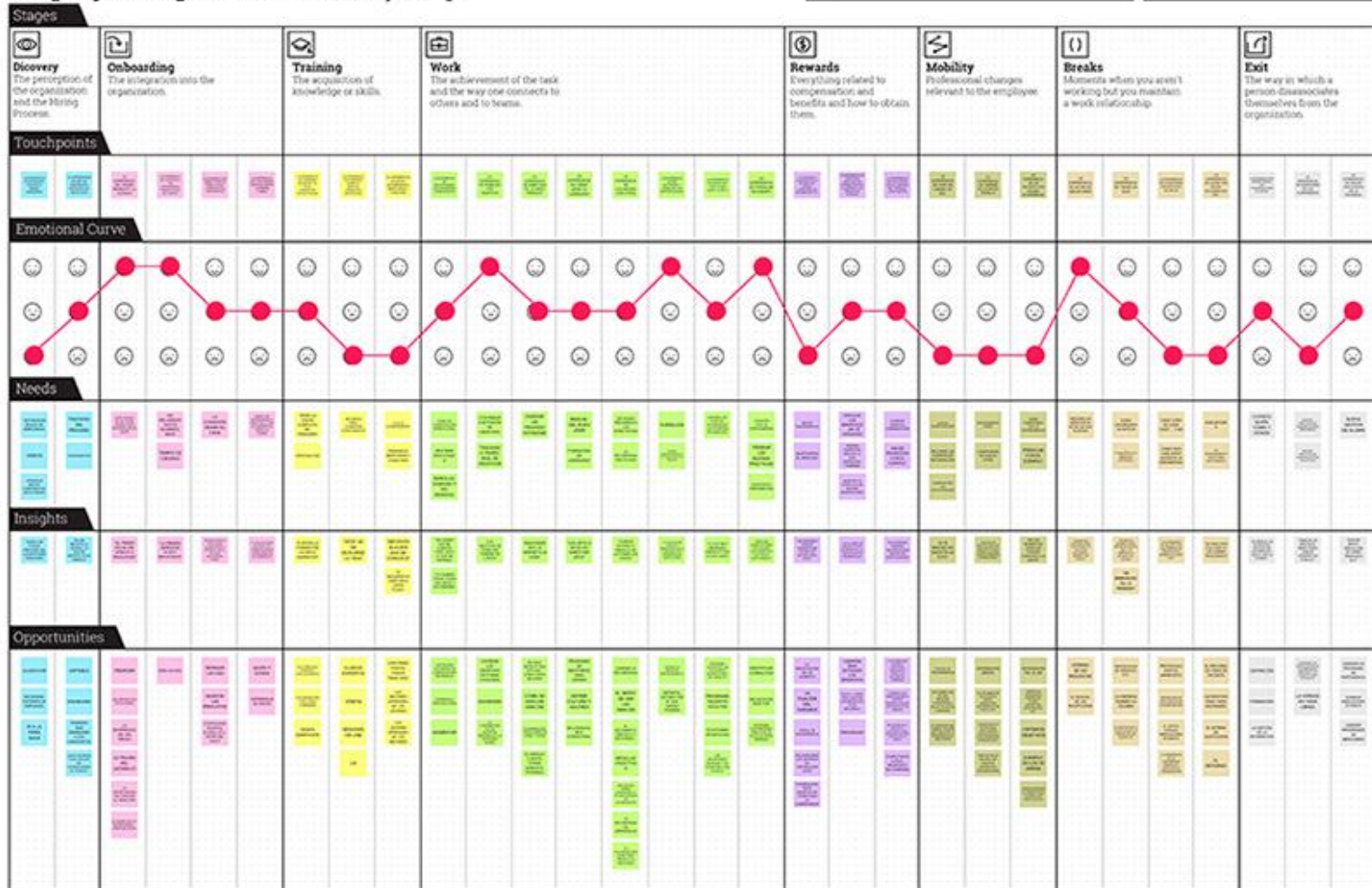


Purpose: Personas are used to humanize stakeholders as well as bringing awareness to a particular stakeholder group's unique needs	Yes: “ <b>Empathy</b> ” (humanize & awareness)  But also: <b>Make decisions</b>
Value: Creates deep awareness of how each stakeholder experiences the change journey	“Deep” depends on the “ <b>research</b> ” behind it
Value: Enables buy-in from project and leadership team in support of recommended change activities	“ <b>Alignment</b> ”, not just buy-in
Inputs for building your personas: Stakeholder interviews	And <b>other user research methods</b> and stakeholder engagements (workshops)
How to do it: 1. Envision yourself in the role 2. Empathize with the persona 3. Get help from SMEs...	Thinking about it is a start, often not enough Don't forget: <b>experts are biased</b>

# Employee Experience Journey Map

Name: \_\_\_\_\_

Date: \_\_\_\_\_





# UXers have LOTS of methods for understanding human behavior, plus synthesizing, communicating & getting buy-in

- Personas & customer journeys are “popular” ones
  - Being taught & done poorly, outdated
- Qualitative & quantitative user research
- Attitudes vs. behaviors
- Design workshops & visualizations
- Invest in design → Less need for training



# Which of these teams have you worked with? (pick several)



- User experience
- Design
- Employee experience
- Usability
- Service design
- Product
- Agile software development
- None

# UX as Team

“Is UX done yet? We need to start coding!”



## Common roles on a UX team

- > Visual designer
- > User interface designer
- > Interaction designer
- > Product designer
- > Information architect
- > Content strategist
- > User researcher
- > Experience architect
- > Prototype developer
- > Usability specialist
- > Accessibility specialist
- > (UX) Writer
- > Project manager
- > Manager

## Other team names

- > 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>

## Digital Spaces

Visual designer: Appearance

UI Designer: Functionality

UX Designer: Flow, touchpoints

User researcher: Observation in context

Information architect: Wayfinding

UX writer: Content on signage

Usability specialist: Test performance

Accessibility specialist: (Dis)abilities

Experience architect, UX Strategist: Planning

Project manager: On time, budget

Manager (People): Team happiness

## Physical Spaces

Engineer: Plumbing

Industrial designer: Product manufacturing

Interior designer: Decorations

Architect: Building plans

Business: Cost, safety, maintenance

Change manager?


## Design disciplines explained.





# How to engage with a UX team? It depends on so many things, unfortunately

- Separate or together: Strategy, research, design, content, engineering
- User focus (customers, employees, both)
- Central service / agency vs. Distributed / embedded
- Projects (start & end) vs. Products (ongoing)
- UX maturity: Hostile, Skunkworks, Managed, Integrated

What qualities does someone need to be  an *effective* organizational change manager? (pick several)

- A passion and the right frame of mind for it
- A 4-year degree in anything slightly related
- A certificate in it
- 5+ years of experience doing it full-time
- A Master's degree specifically in it

# State of UX careers & education



## NN/G Career Report

35% UX-related university degree

65% Other training (can choose >1)

- > 59% Online courses
- > 42% Certificate
- > 16% Bootcamp
- > 21% None (“on the job”)

## UXPA Salary Survey

- 8% Doctorate
- 47% Master’s
- 38% Bachelor’s
- 5% Associate’s or less

## **GROWTH**

- Top 10 in-demand “hard skills” ([LinkedIn](#))
- Design teams growing by 21% ([InVision](#))
- #24 Best Job in America ([Glassdoor](#))

# UX Communities (centered on Ohio)



## UX Professionals

Knowledge, Ethics, Academia



## UX Practitioners

Jobs, Conferences, Mentoring



MWUX2020



World Usability Day  
Making life easy!

## UX Aficionados

Awareness, Meetups, Related careers



WORLD IA DAY  
LOCAL CONNECTIONS. GLOBAL IMPACT.

# Comparing professional communities



	<u>ACMP</u>	<u>ISODC</u>	<u>SIGCHI</u>	<u>UXPA</u>	<u>IxDA</u>	<u>IxDF</u>	<u>CXPA</u>
Target Member	Practitioner	Academic, Consultants?	Academic	Practitioner	Practitioner	Practitioner	Practitioner
Cost	\$90/180/330	\$0/110/150	\$100 + \$50	\$35/70/140	\$0	\$200	\$225
Local groups	Yes	---	Yes	Independent \$0-60	Independent \$0	Meetups	Yes
Conference focus	Professional development	Community	Research (many!)	Professional development	Community	---	?
Publications	---	Journal	Magazine Journals Proceedings!	Magazine Journal	---	---	---
BoK	The Standard	---	<a href="#">ACM Digital Library</a>	<a href="#">2005 - 2012</a>	---	<a href="#">Encyclopedia</a>	---
Certifications	CCMP	---	---	---	---	Course completion "badge"	CCXP





UX is multi-disciplinary

Good: Rapid evolution, broad & deep

Bad: Fractured

Ugly: Getting 1st job in UX

- Core (1980s) from CS + Psychology (Human-computer interaction)
  - Information Science (1999), Graphic Design (2003)
  - Humanities, Business, Industrial design, ...
- Growing pains
  - Qualifications vs. Inclusion
  - Art vs. Science
  - Business vs. Social

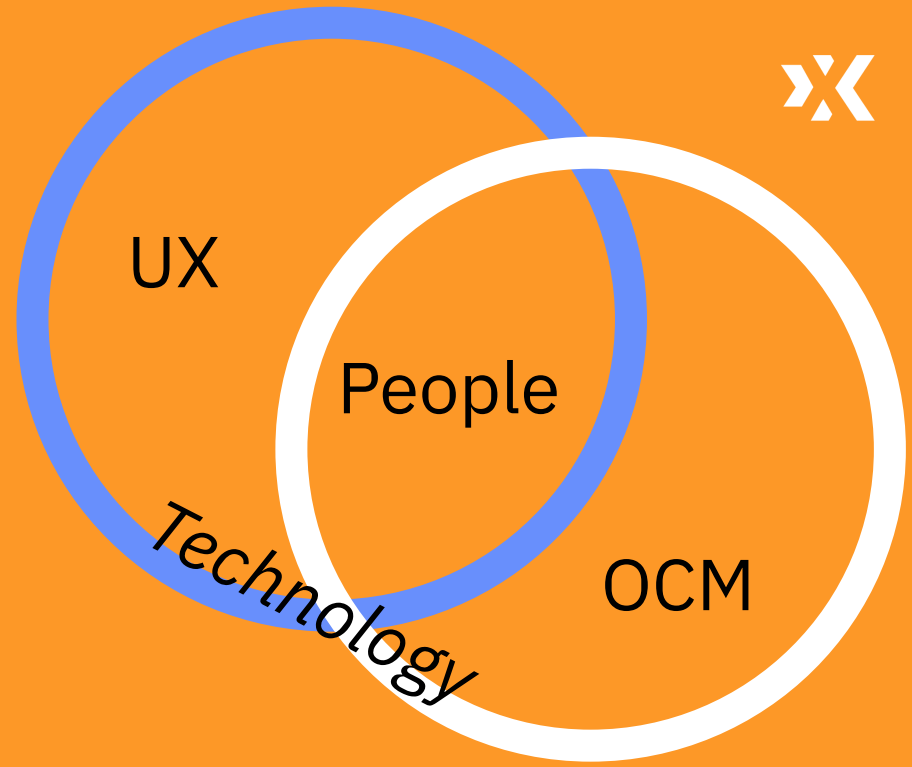
# Questions, Discussion, Next steps



	UX	Shared	OCM
Phenomenon			
Activities			
Organizational capabilities			
Disciplines			



# Thanks!



Slides (with links) at [dexterityux.com](https://dexterityux.com)

Keith Instone, [instone@dexterityux.com](mailto:instone@dexterityux.com)

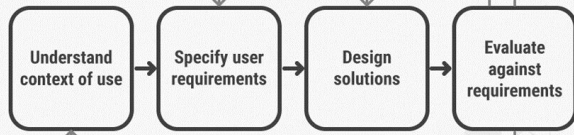


# Appendix

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 (and question-asking)



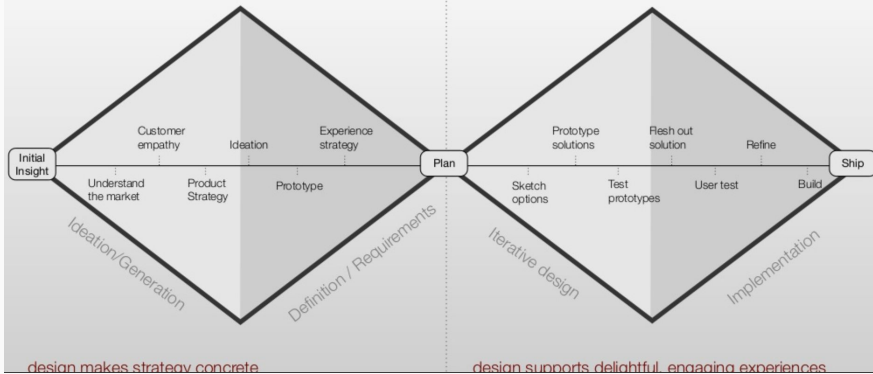
**UCD: iterative, understanding users at every step**

**Definition**

Strategy and plan, aka "Why?" and "How?"

**Execution**

Working through tradeoffs to deliver optimal solution, aka "What?"



**Double diamond: define & execute, diverge & converge**

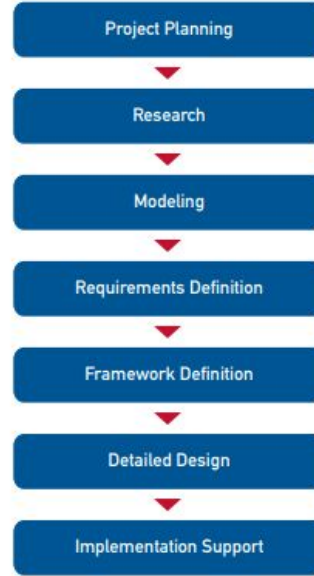
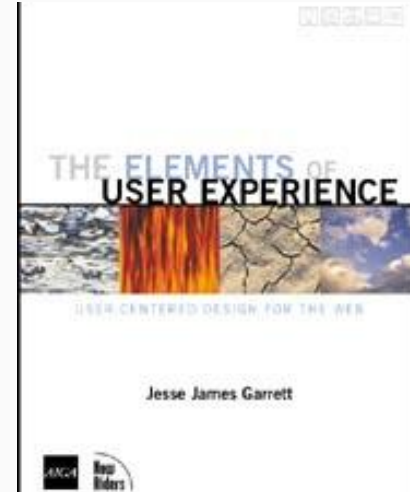


Figure 1.3. An overview of the Goal-Directed process.

**Goal-directed**

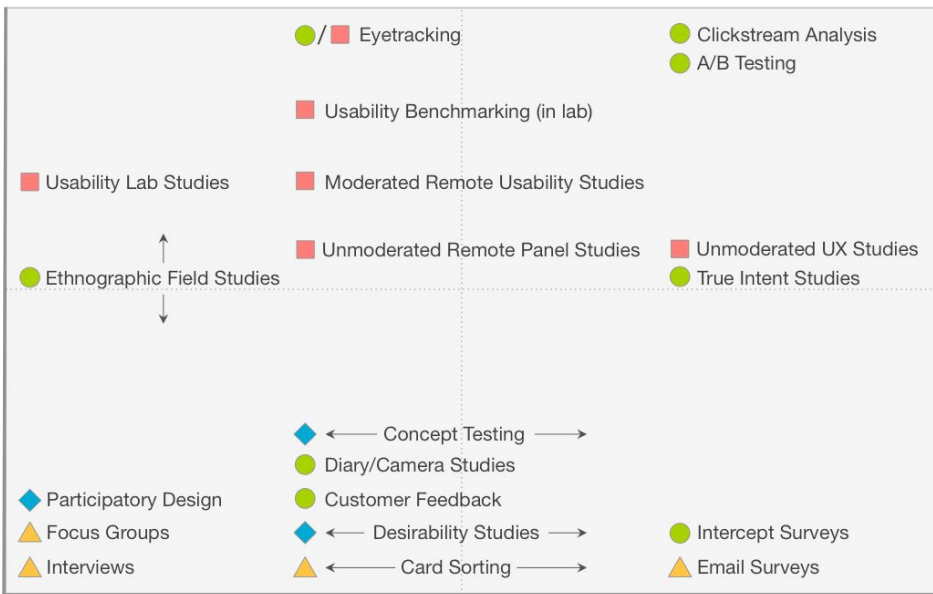


**2002: First use of "UX" for a process? (for websites)**

Example processes

# A LANDSCAPE OF USER RESEARCH METHODS

BEHAVIORAL



QUALITATIVE (DIRECT)

QUANTITATIVE (INDIRECT)

## KEY FOR CONTEXT OF PRODUCT USE DURING DATA COLLECTION

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

© 2014  
Christian Rohrer



## Requirements Methods

### Current topics

- Affinity Diagramming
- Claims Analysis
- Competitor Analysis
- Future Workshop
- Persona
- Quality Function Deployment (QFD)
- Stakeholder Interview
- Scenario of Use
- Use Case
- Usability Benchmark

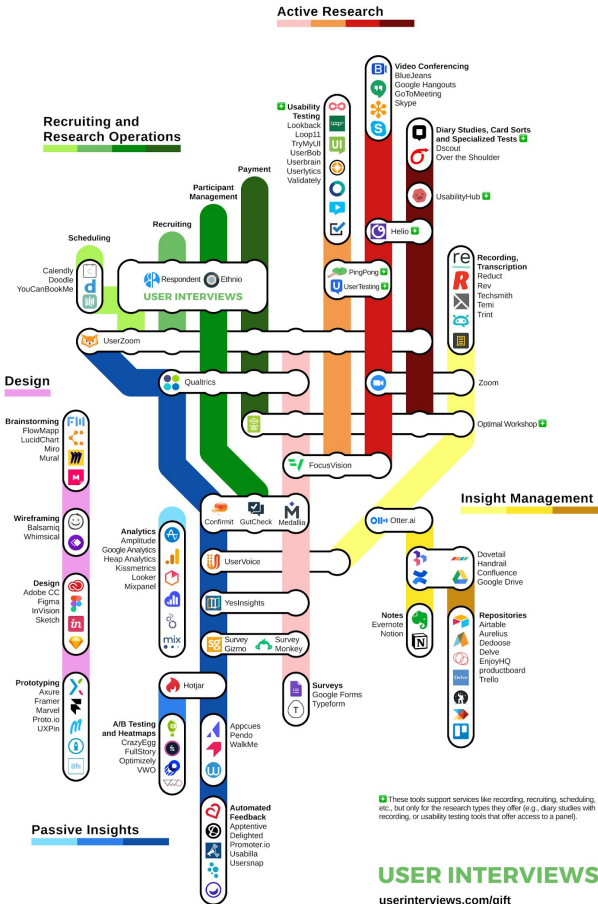
## How does heuristic evaluation compare to usability testing?

Heuristic evaluation was codified around 1990, at a time when it was expensive to get access to users. It was common for people to have to be trained to use the technology being evaluated before they could sit down in a usability lab to perform some tasks. The whole concept of even having an interface for end-users was pretty new. Conventions were just settling into place.

Usability testing has been around since at least the 1980s, but began to be widely practiced about the same time Nielsen and Molich published their heuristic evaluation method. While usability testing probably needs some updating as a method, the basic process still works well. It is pretty

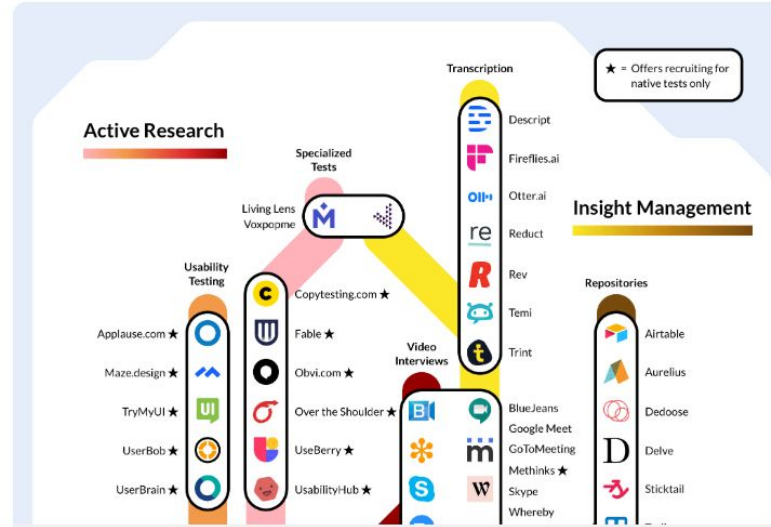
Methodology: knowing when (& when not) to apply a specific technique for a specific project based on goals, budget, time, ...

# The 2019 UX Research Tools Map



# The 2020 UX Research Tools Map

## USER INTERVIEWS



UXTOOLS <sup>CO</sup>						
	Design	Prototyping	Handoff	Design Systems	Versioning	Monitoring
Name	Usage	Platform	Free	Cost	Programs	
Name of app		Based on the 2019 Design Tools Survey	Which platforms can upload designs?	Can be used for free without trial?	Estimated cost per year?	Compatible design programs?
Zeplin	<div style="width: 100%;"></div>	Apple, Windows	✓	\$180		
Invision	<div style="width: 100%;"></div>	Cloud	○	\$180		
Figma	<div style="width: 100%;"></div>	Cloud, Apple, Windows	✓	\$144		
Adobe XD	<div style="width: 100%;"></div>	Apple, Windows	✓	\$120		
Sketch Measure	<div style="width: 100%;"></div>	Apple	✓			

### 2019 Design Tools Survey Results

Not sure which tools to use? 3,000 designers come together to share their toolkits in this annual survey.

#### Design Tools

#### Prototyping Tools

#### Handoff Tools

#### Design System Tools

#### Versioning Tools

#### Monitoring Tools





# UX as Skill Set



“Everyone needs to get better at UX if we want to be agile and innovative.”

*A skill set, a collection of abilities, such as empathy, divergent thinking, and sketching, which can be applied to any professional or creative endeavor*

## Listed for UXers (and other roles)

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

## Common for UXers

- > Sketching
- > Storytelling
- > Critiquing
- > Presenting
- > Facilitating

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

# UX as organizational Mindset



“UX is easy, just follow the Golden Rule.”

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

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 is possible
- **Repeatable:** Follow a (any) process, it just requires practice to get it right
- **Manageable:** Administer and direct your teams to 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 pros who have devoted their careers to it (like we do with HR, finance, ...)
- **Cultural:** “Culture eats strategy for breakfast”
- **Industrial:** Our company cannot solve the important challenges alone

## UX beyond your organization:

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

- > 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 **Field of Study** focused on how people behave in technology-enabled contexts and how to creatively address human needs
- > 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

# Change Management as a Profession



A profession arises when any trade or occupation transforms itself through the development of **formal qualifications based upon education and examinations**, enabling the emergence of a regulatory body with the authority to admit members and hold them accountable to a code of ethics and professional conduct.

**ACMP has worked to advance change management as a profession** through the publication of the **Code of Ethics and Professional Conduct™**, the **Standard for Change Management©**, and the **Certified Change Management Professional™ (CCMP™)** Program.

ACMP views Change Management Professionals as an inclusive community of any individuals who:

- Provide direct Change Management services to an organization as a **primary focal point of their role or career**; or
- Utilize Change Management tools and techniques to support the effectiveness of **other disciplines** (e.g., executive management, program management, HR management, process improvement, etc.); or
- Advance the discipline of Change Management through **study, research and teaching** within an educational organization.

# UX as Profession



“I am a good interaction designer, but I want user researcher to be my next UX job.”

*A profession, with careers, occupations, and jobs such as user researcher, information architect, user interface designer, and usability engineer*

## **Profession “requirements”? How do we stack up?**

- Full-time occupations
- Training and certificates
- University programs: degrees, labs, research
- Body (bodies) of knowledge
- International, national, local associations
- Standards and standards bodies
- Ethics
- Licensing
- Recognition by governments to self-manage or be regulated

### *National Society of Professional Engineers*

- Graduate from an engineering program approved by state's licensure board
- Fundamentals of Engineering exam = “engineer in training”
- Four years of qualifying engineering experience
- Qualify for state's licensure requirement: Prepare for, take, pass the Practice of Engineering exam
- Maintain and improve skills through continuing education

# UX as Field of Study

“What do I need to learn in school in order to get a UX job?”



*A field of study focused on how people behave in technology-enabled contexts and how to creatively address human needs*

Human-Computer Interaction	Carnegie Mellon > Computer Science > <a href="#">HCI Institute</a> <i>Humanities, Social Sciences, Business, Fine Arts, Technology, Software Engineering</i> Akron > <a href="#">Computer Science</a> > HCI class
Library & Info Science	Kent State > Information (iSchool) > <a href="#">User Experience Design</a>
Graphic & Visual Communication Design	Tri-C > Visual Communication & Design > <a href="#">Concentration in Web and Interactive Media</a> Ohio State > <a href="#">Design</a> > (Industrial Design   Visual Communication Design) Miami > Creative Arts > <a href="#">MFA in Experience Design</a>
Cognitive Psychology	Ohio U > Psychology > <a href="#">Specialization in Cognitive Psychology</a> Ohio State > <a href="#">Center for Cognitive and Brain Sciences</a> <i>Psychology, Computer Engineering, Industrial Engineering, ...</i>
Business Management	Case Western > Weatherhead > <a href="#">PhD in Management (Design &amp; Innovation)</a>
Rhetoric & Writing	Michigan State > Writing, Rhetoric, and American Cultures > <a href="#">Experience Architecture</a>
Other	Ohio State > <a href="#">New Media &amp; Communication Technology</a> > HCI track