

Photo: flickr.com/photos/arthurjohnpicton/4383221264

# **Enabling Change**

Stakeholder alignment in large-scale UX projects

UXcamp | June 2011 @freimark



Photo: flickr.com/photos/arthurjohnpicton/4383221264

## **Enabling Change**

Stakeholder alignment in large-scale UX projects

UXcamp | June 2011 @freimark



XING X

Basis

















€

Aktivitäten

Businessdaten

Kontakte (533)

Zur normalen Ansicht >



Jetzt Premium-Mitglied werden! Mehr Infos

Hilfe & Kontakt Abmelden

#### Optionen









Als Kontakt hinzufügen

Nachricht schreiben Person merken

Neue Mitarbeiter finden

Warum ich auf XING bin

- Interessante Personen kennenlernen
- Mein Netzwerk pflegen
- An Events teilnehmen

#### Bestätigte Kontakte: 533











> Mehr

#### Statistiken von Stefan Freimark:

kein Premium-Mitglied

Mitglied seit: 05/2004 Seitenaufrufe: 10.309

100%

Aktivitäts-Index: 100%



#### Persönliches

neue Kolleginnen und Kollegen, Konzepter und UX-Spezialisten zwecks Ich suche Erfahrungsaustausch, nette Leute, Privat: Cineasten, Fotografen

Ich biete

mehrjährige Erfahrung in User-centered Design und Website-Konzeption. Konkret: Ich sorge für User Experience die in guter Erinnerung bleibt, dass Nutzer finden was sie suchen, Anwendungen die leicht zu bedienen sind und dass Unternehmen ihre Geschäftsziele im Web erreichen. Stichworte: UX, UCD, IA, IxD, CMS, eCRM, Research, Strategie, Grobkonzept, Feinkonzept, Roll-out, Informationsarchitektur, Interaction Design, Interface Design, Usability, Web 2.0, Social Media

King Fotografie evolizite Lyrik (Filis Palahniuk Rukowski) Intersecon

**Events** 



#### aperto

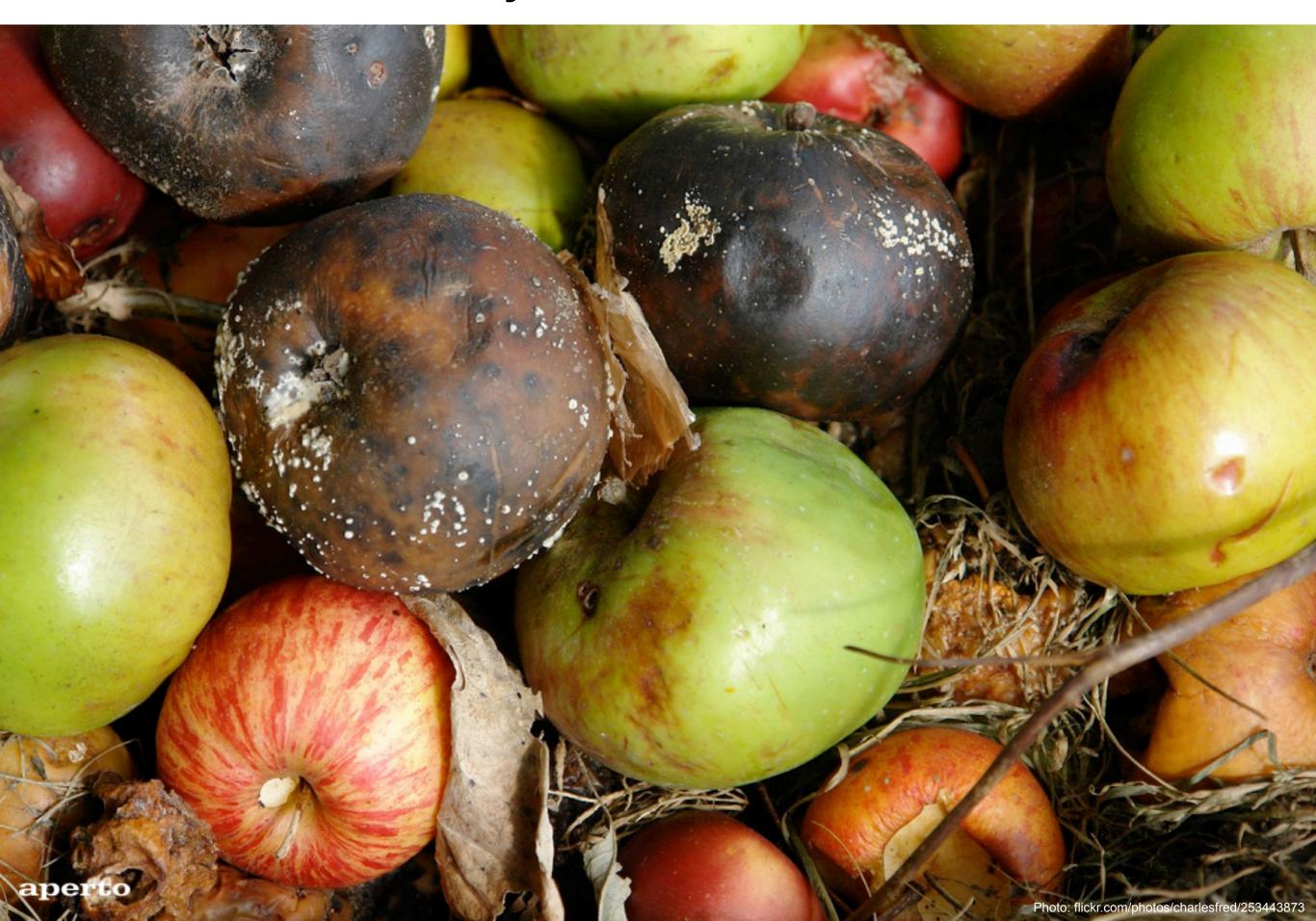
## Things I'd like to discuss with you

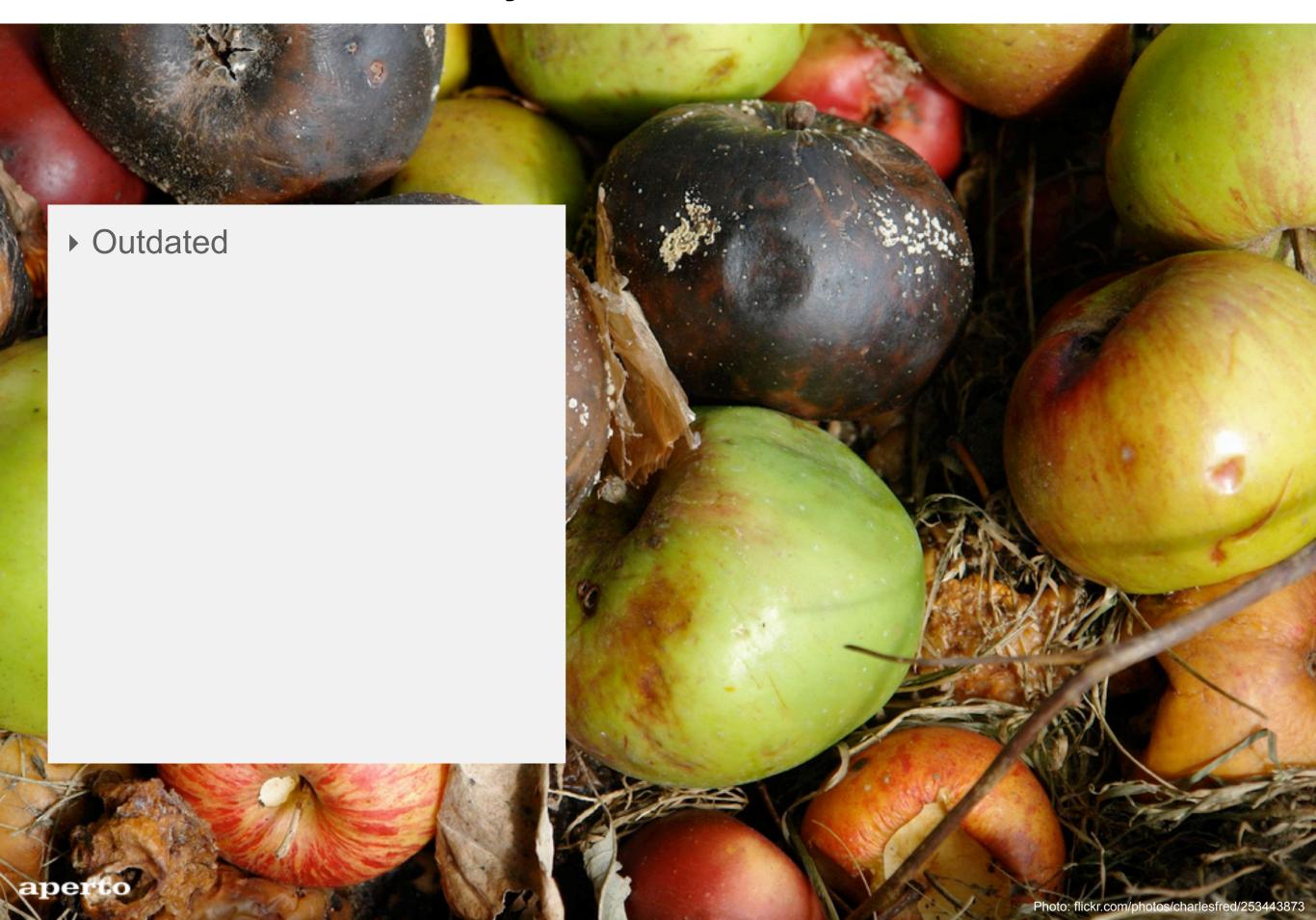
- 01 Why change management?
- 02 How to enable change?
- 03 How to sell change management?
- 04 Recommended reading

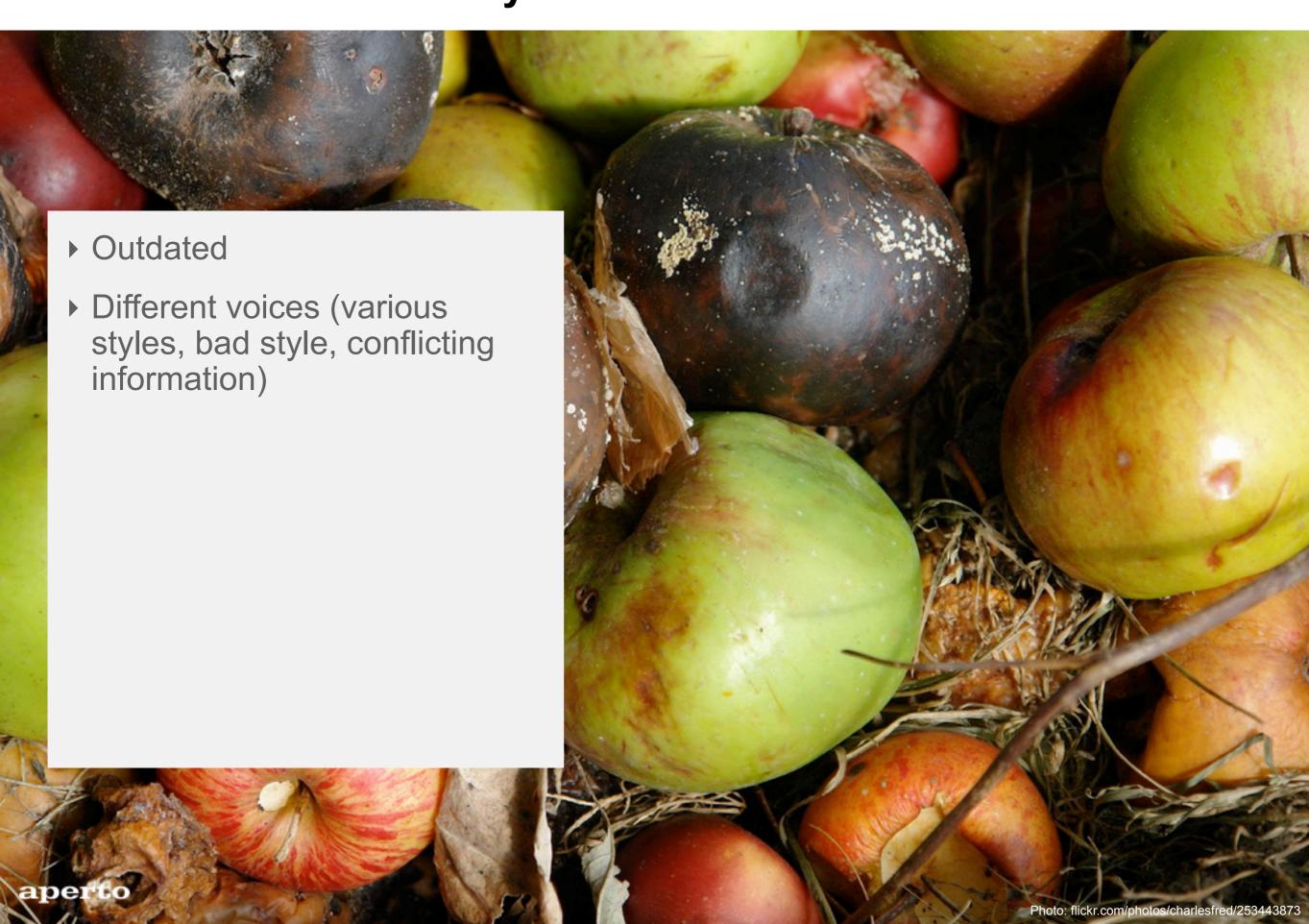
#### aperto

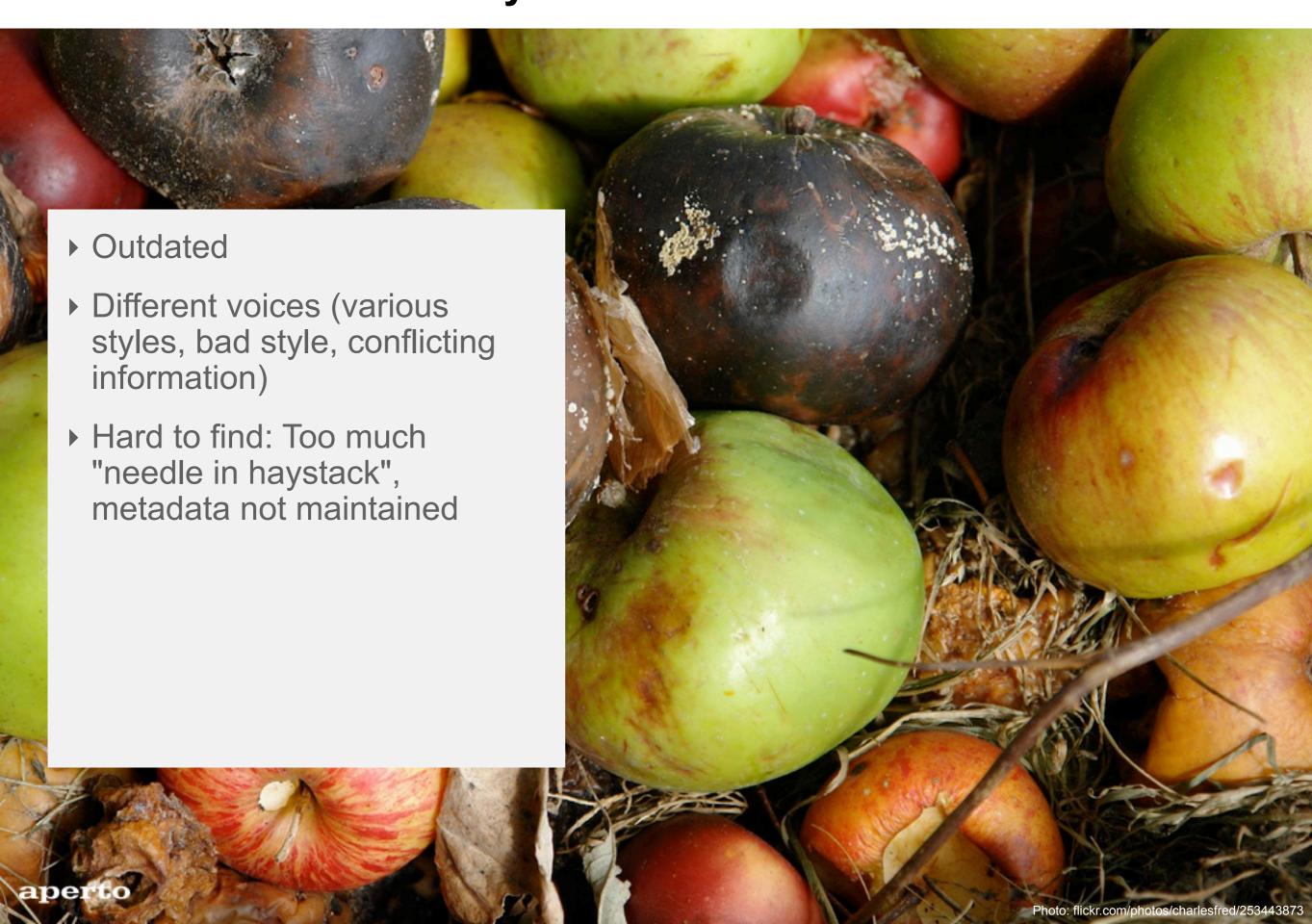
## Things I'd like to discuss with you

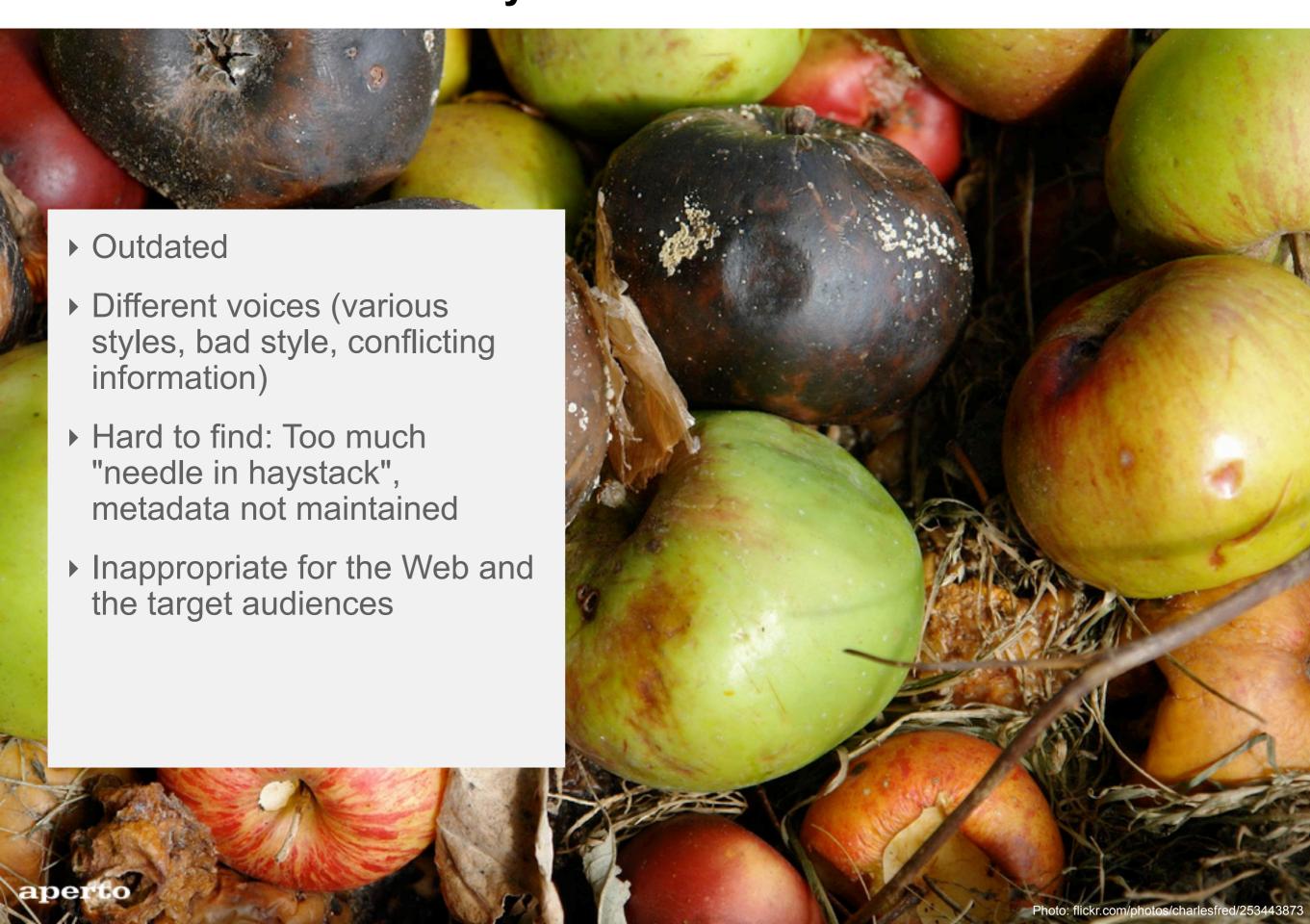
- 01 Why change management?
- 02 How to enable change?
- 03 How to sell change management?
- 04 Recommended reading

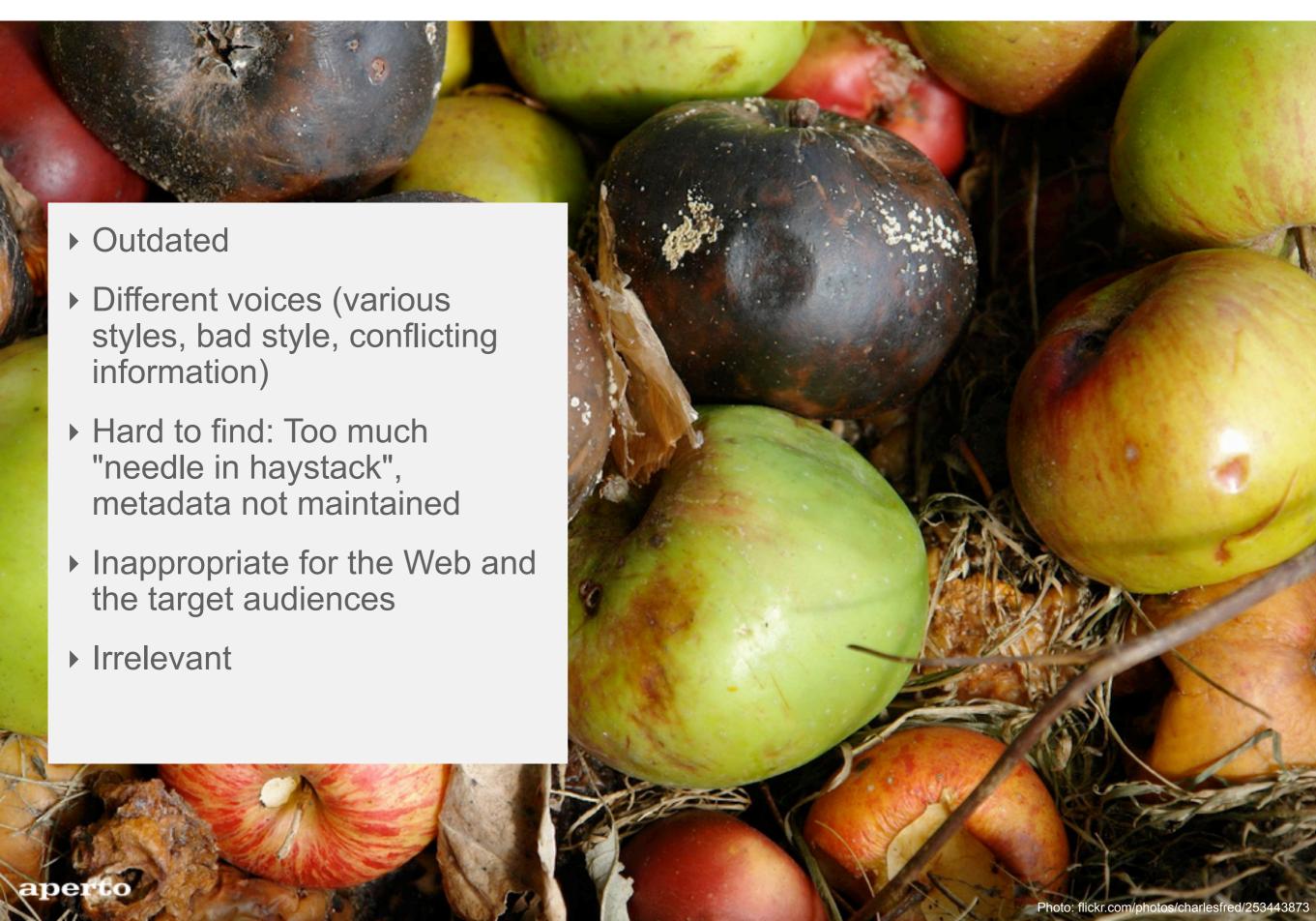


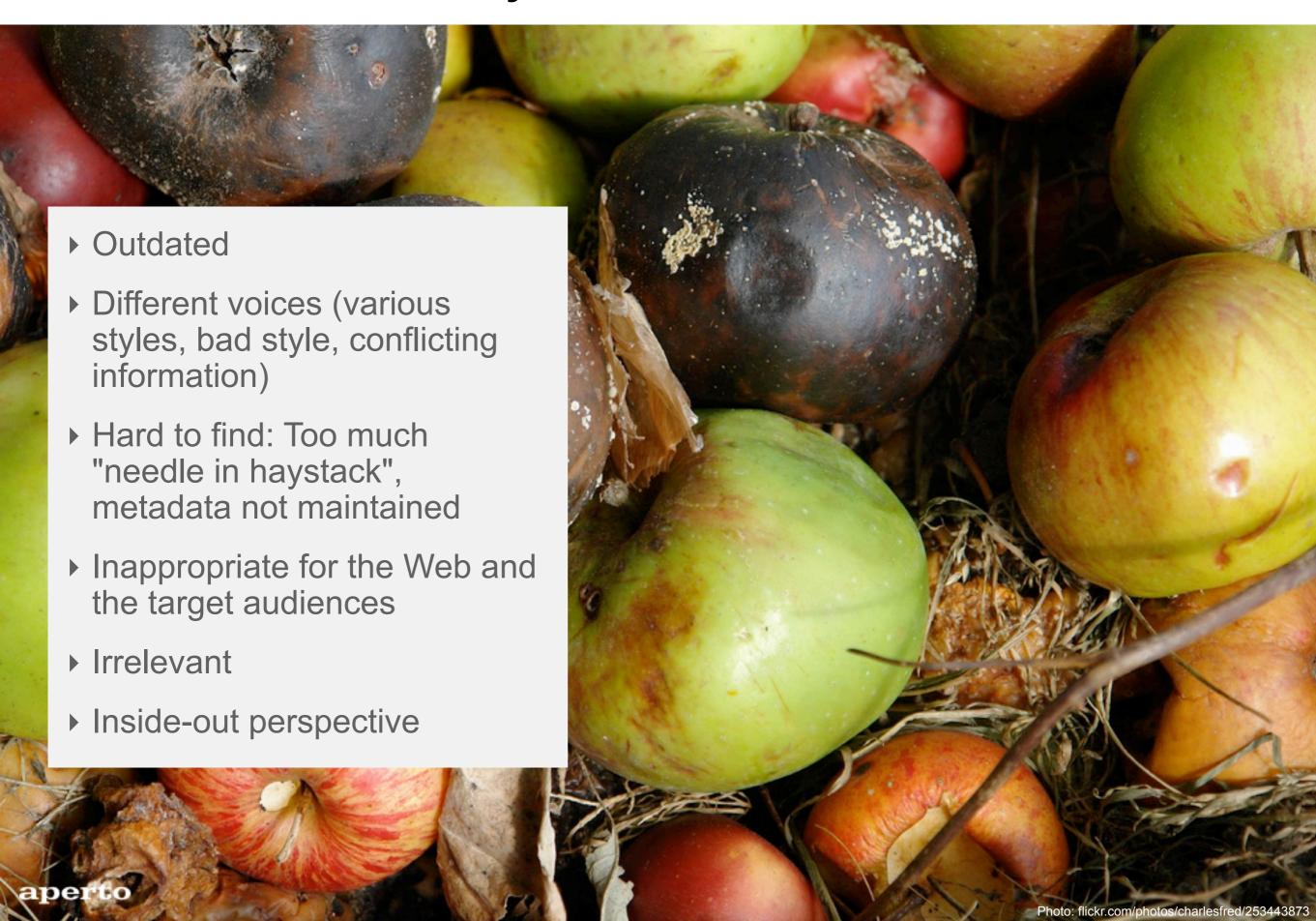








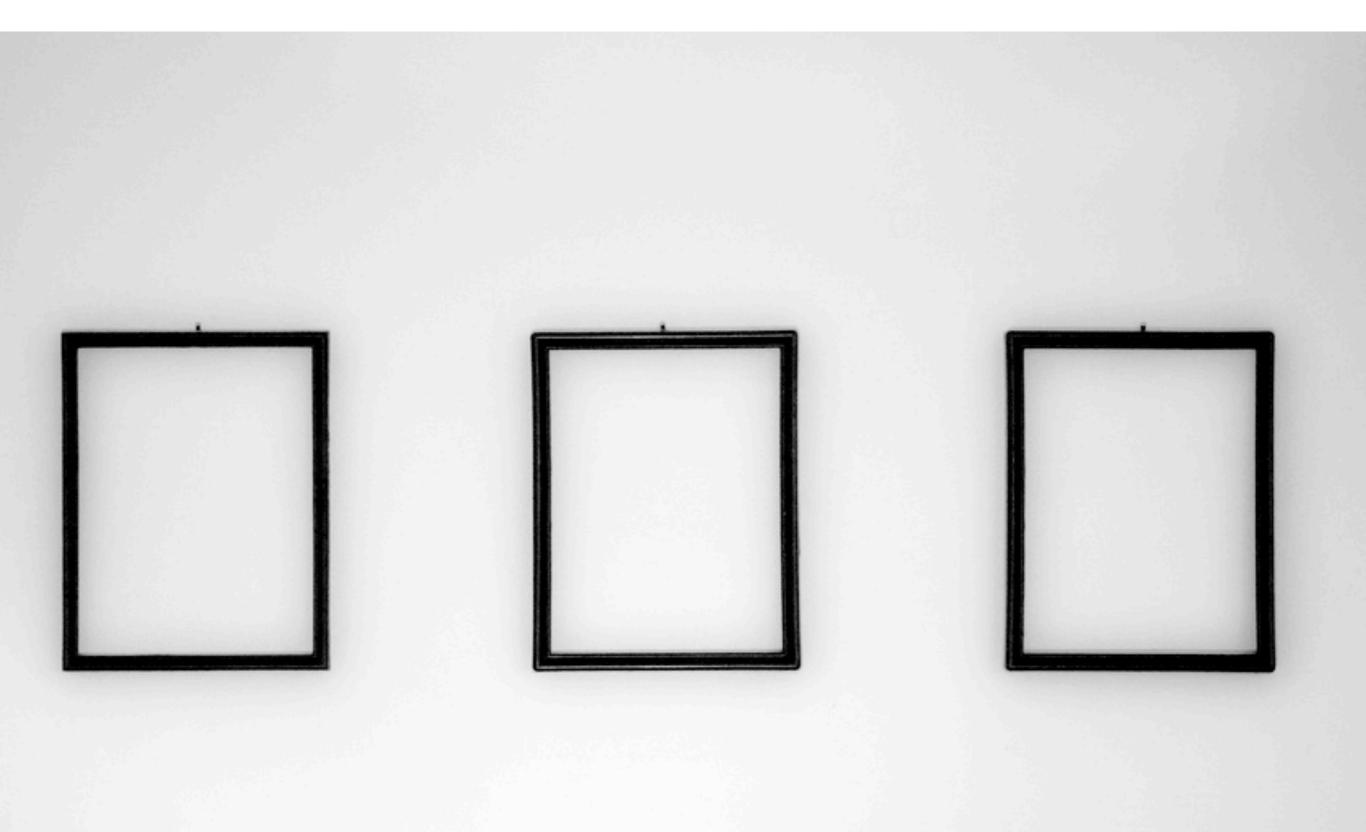




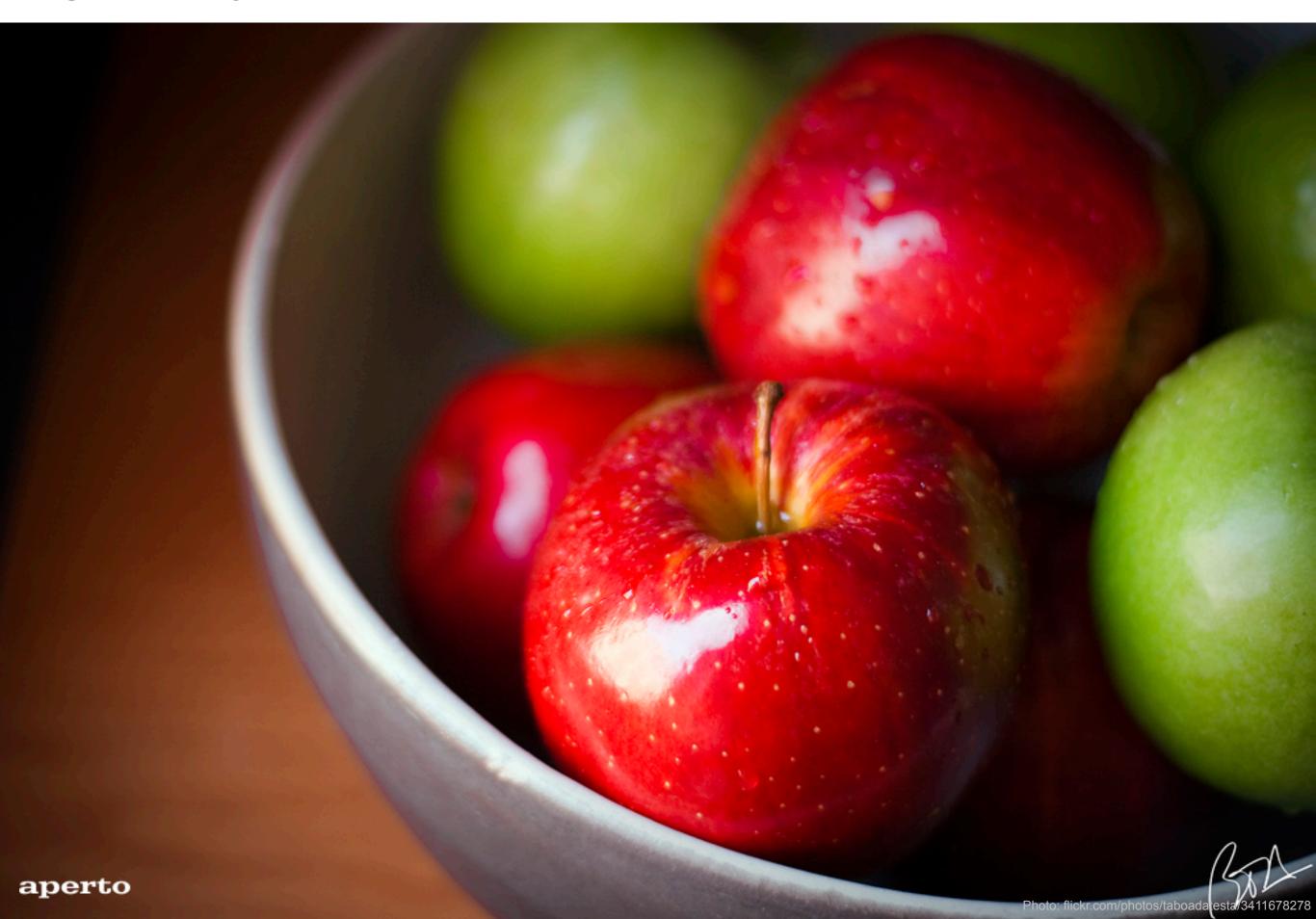
It's all about the content.

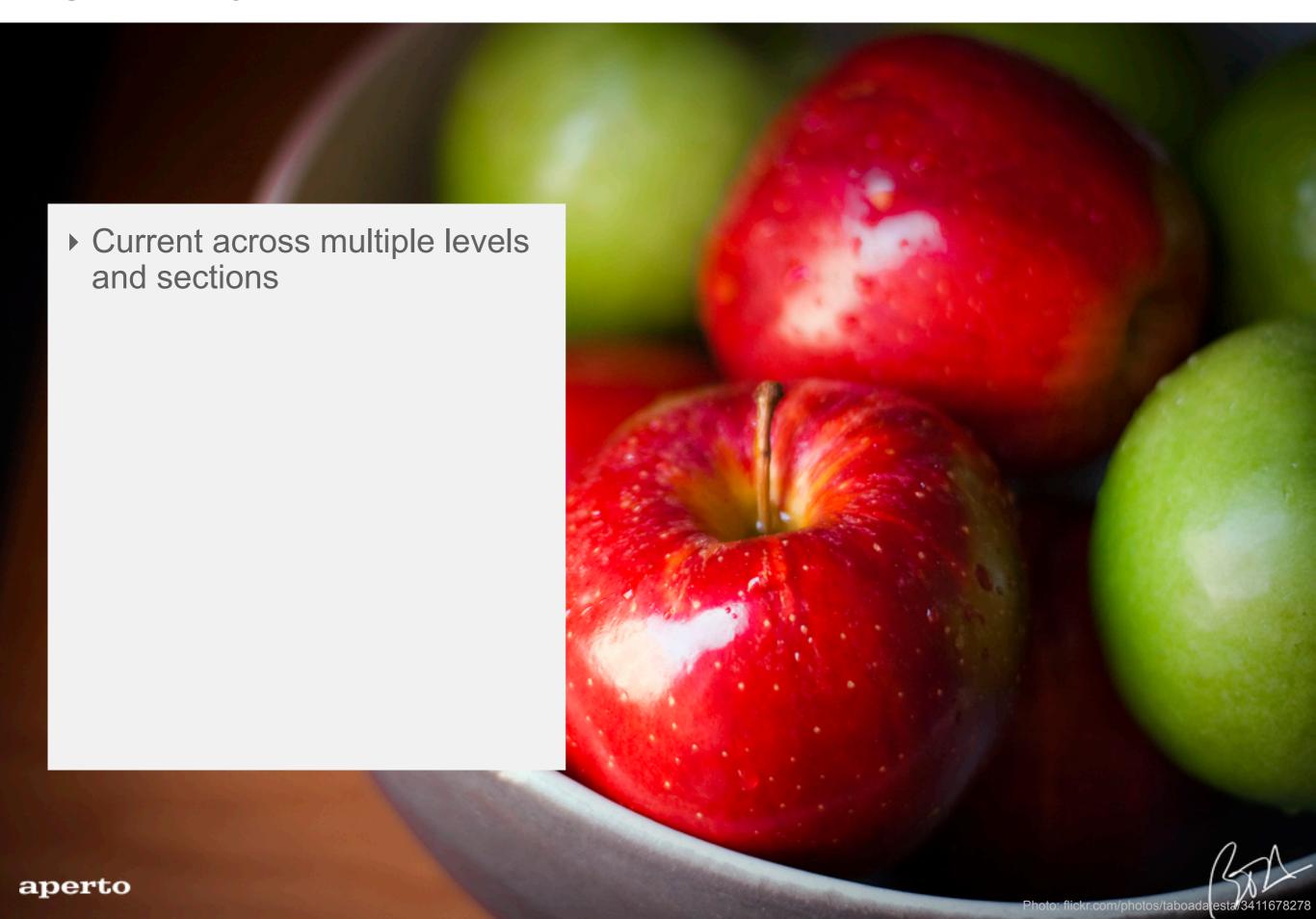


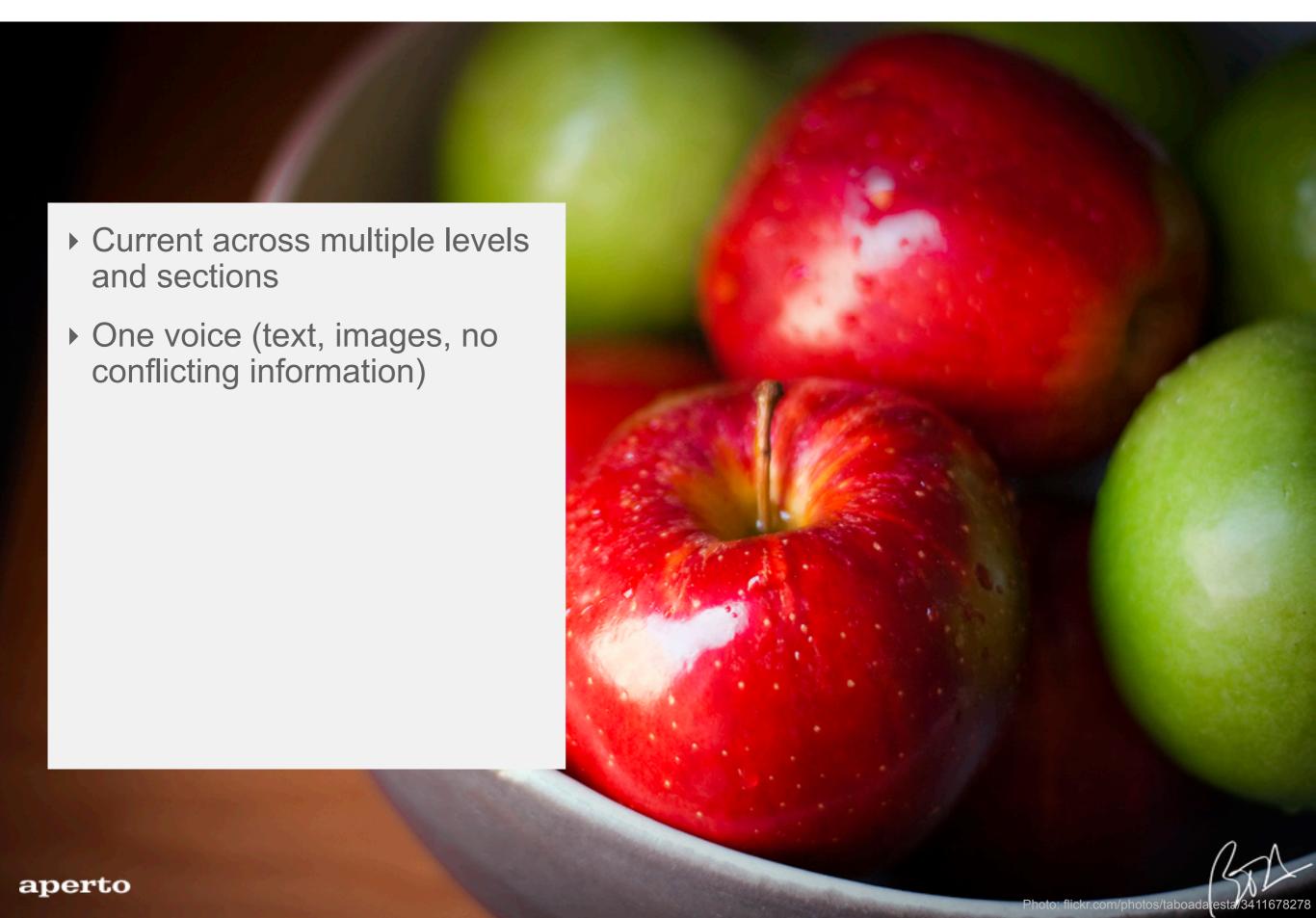
#### It's all about the content.

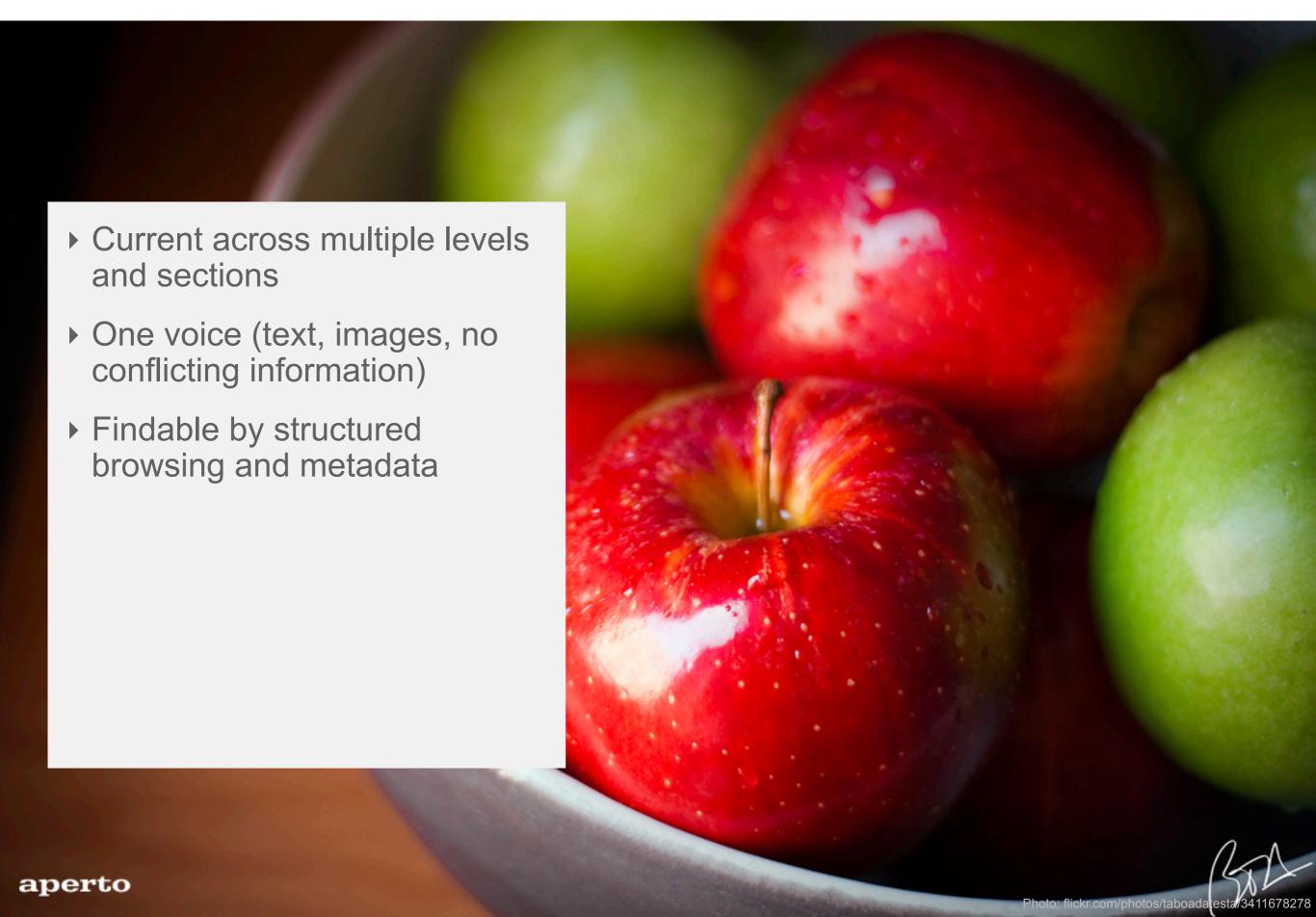


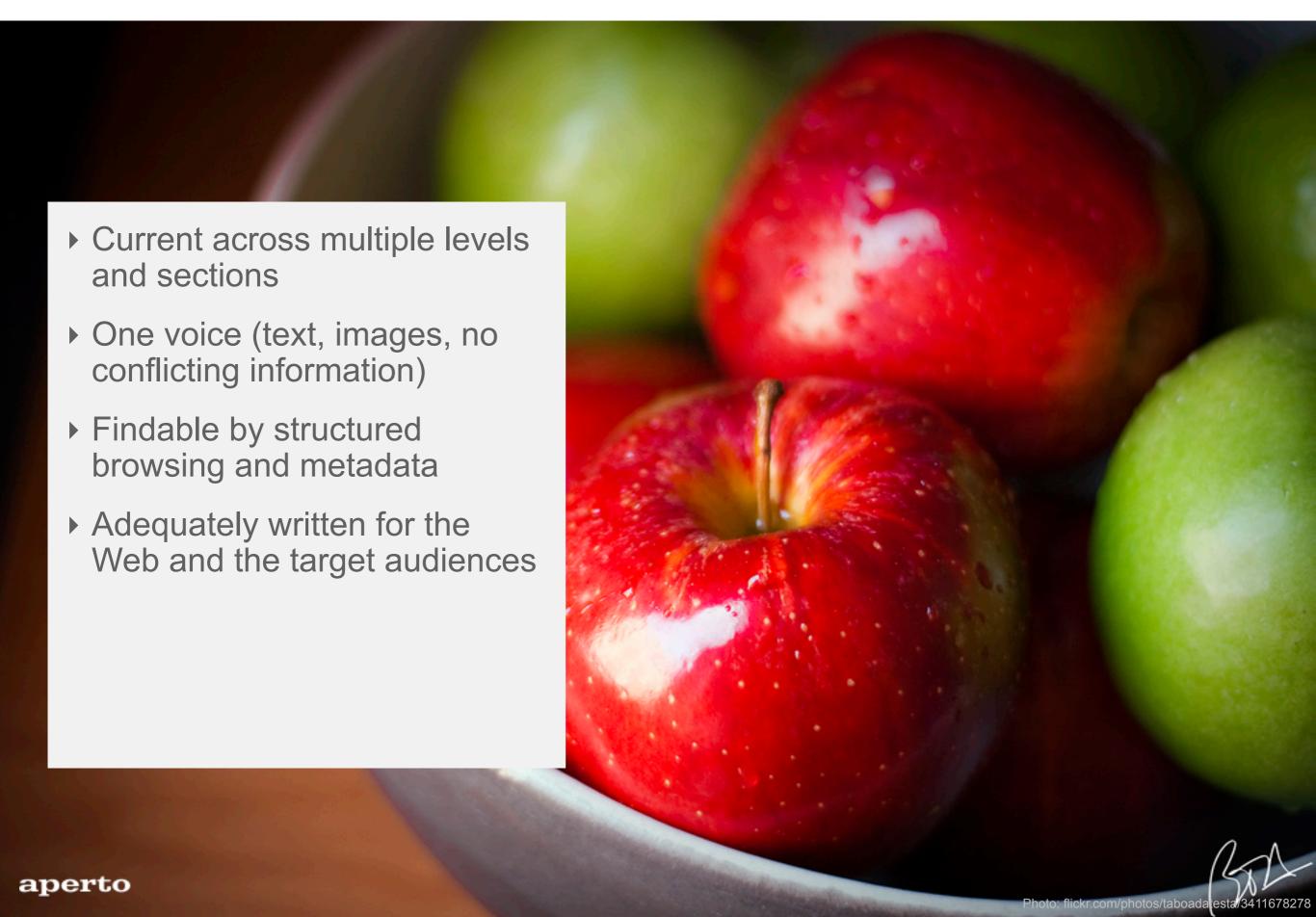
High quality content should become the norm.

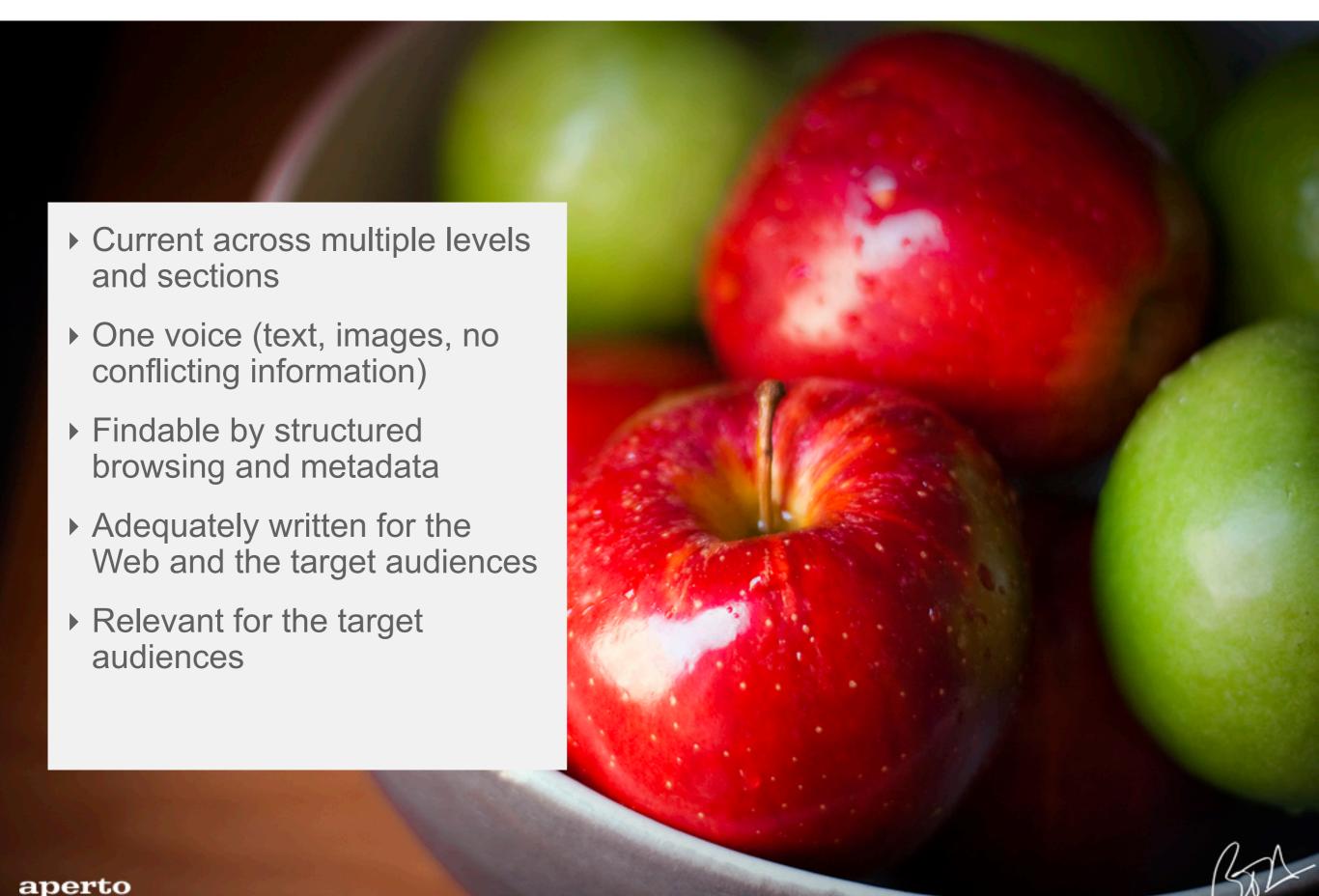








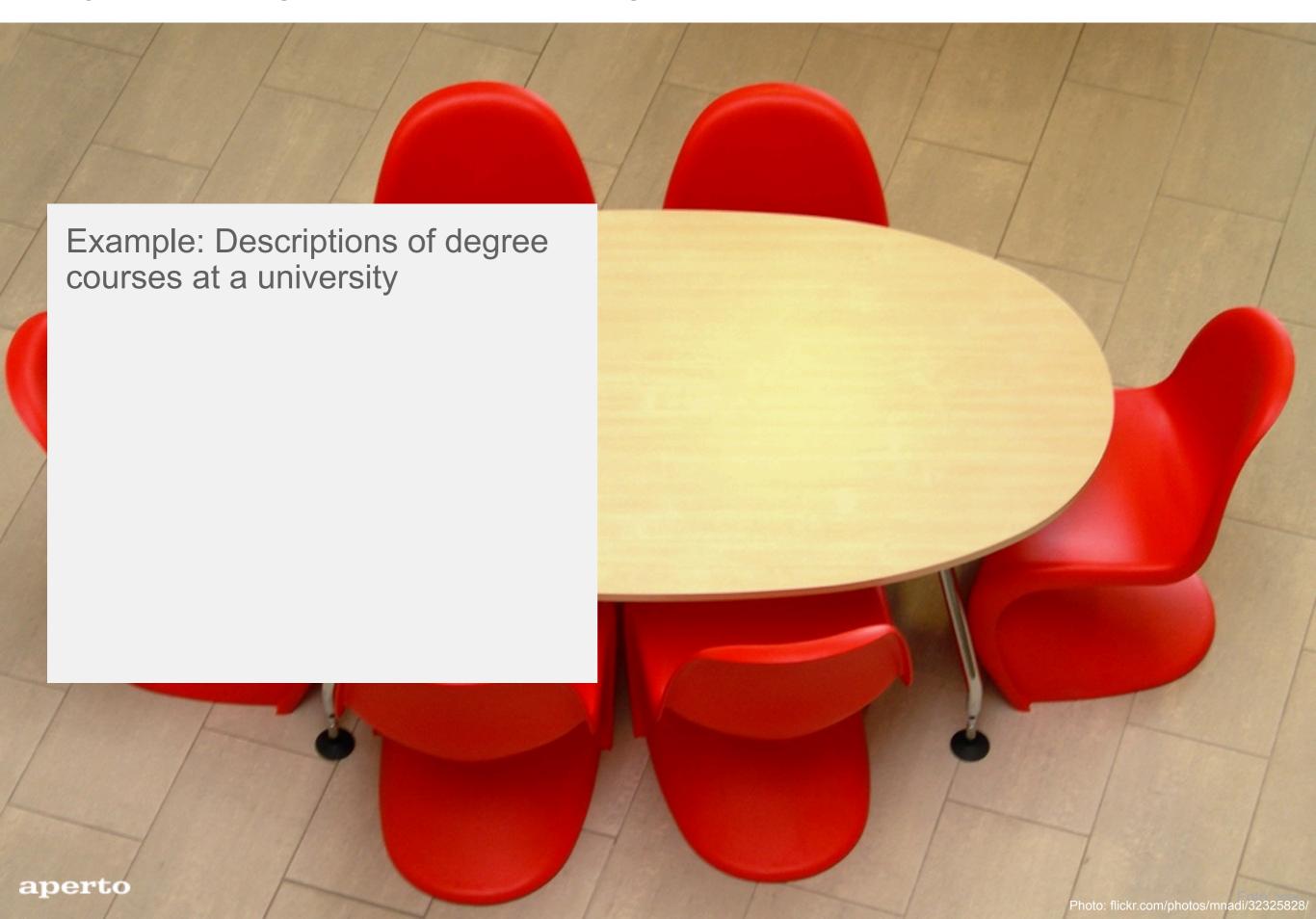


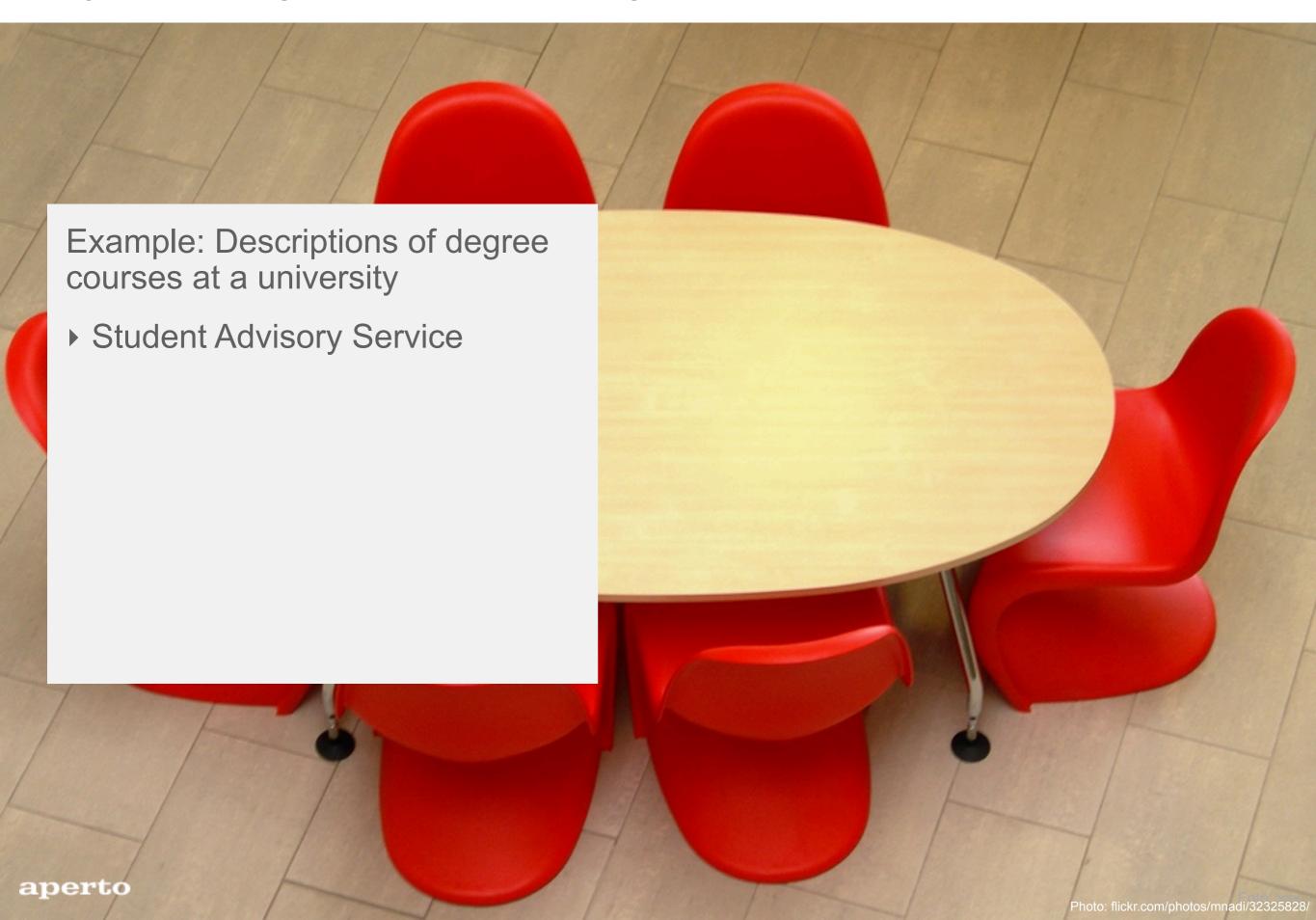


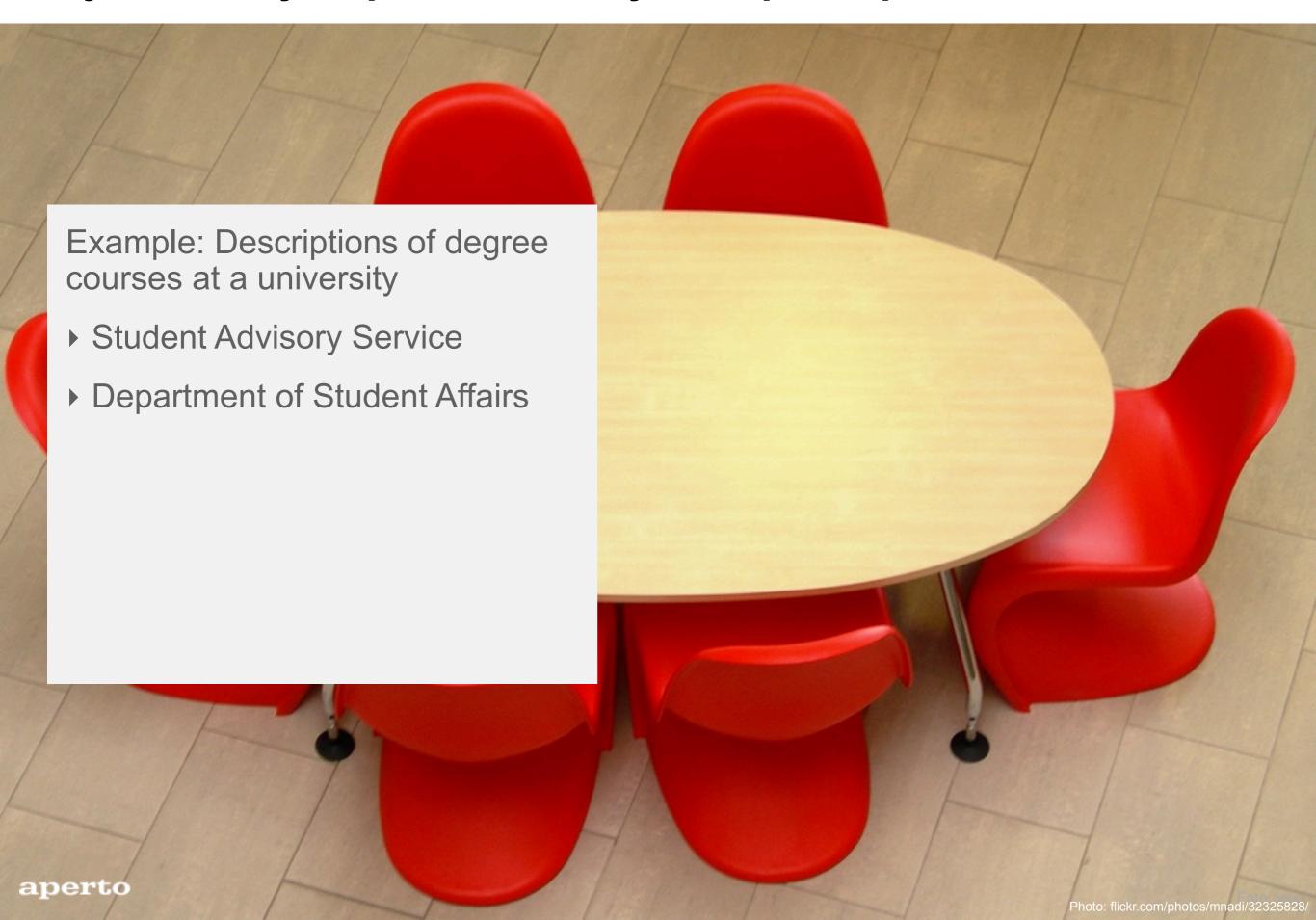
- Current across multiple levels and sections
- One voice (text, images, no conflicting information)
- Findable by structured browsing and metadata
- Adequately written for the Web and the target audiences
- Relevant for the target audiences
- Outside-in perspective

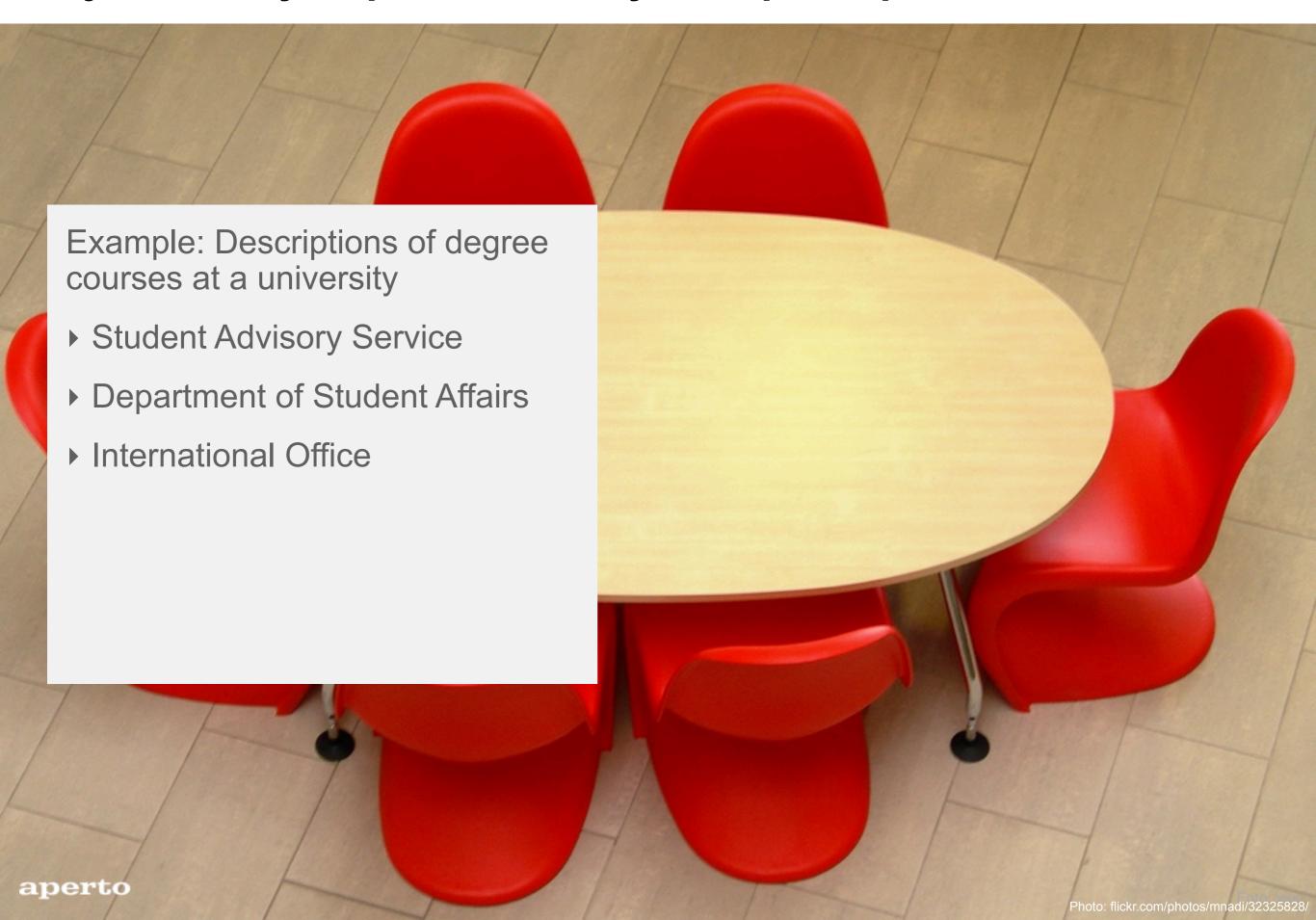


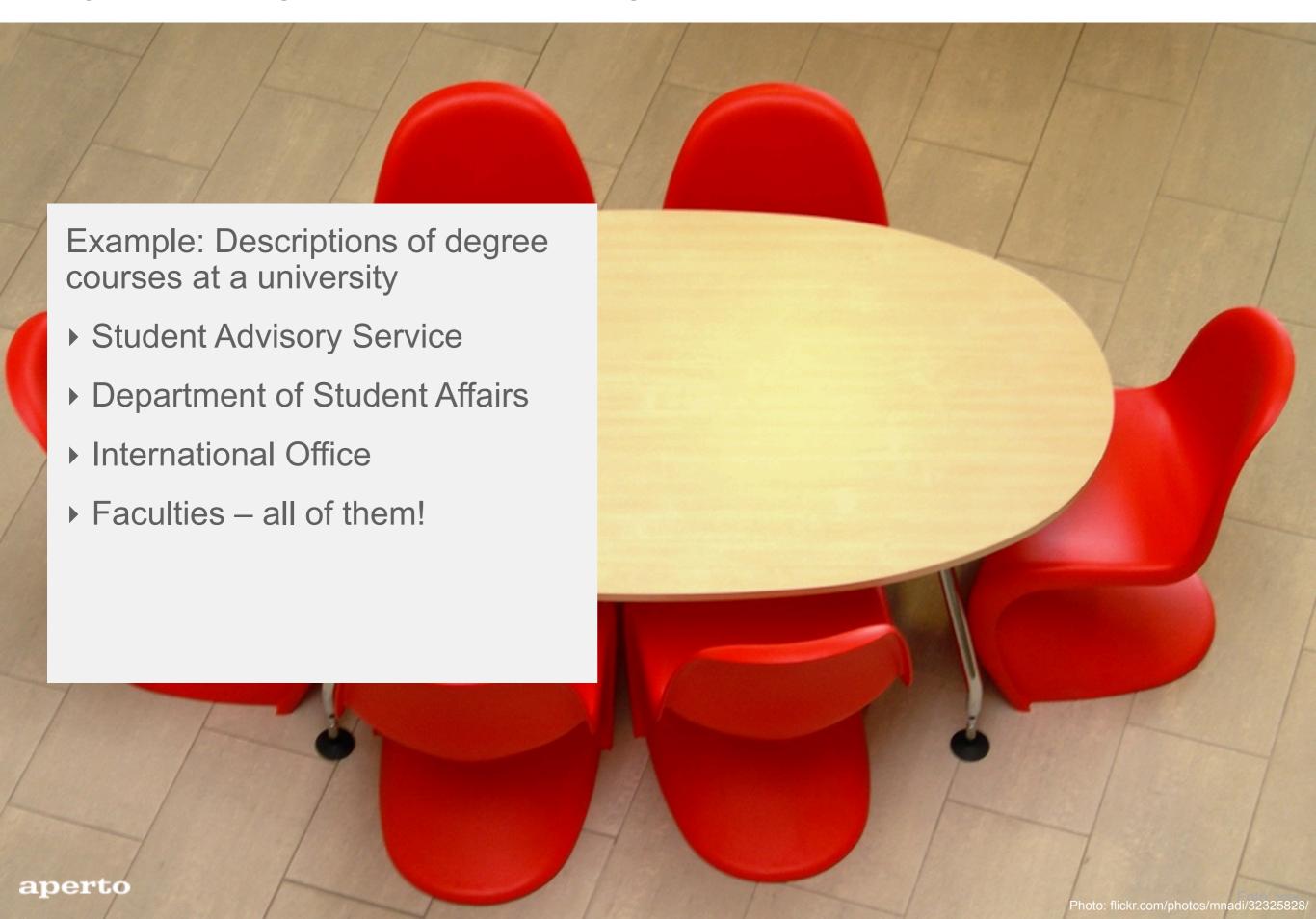


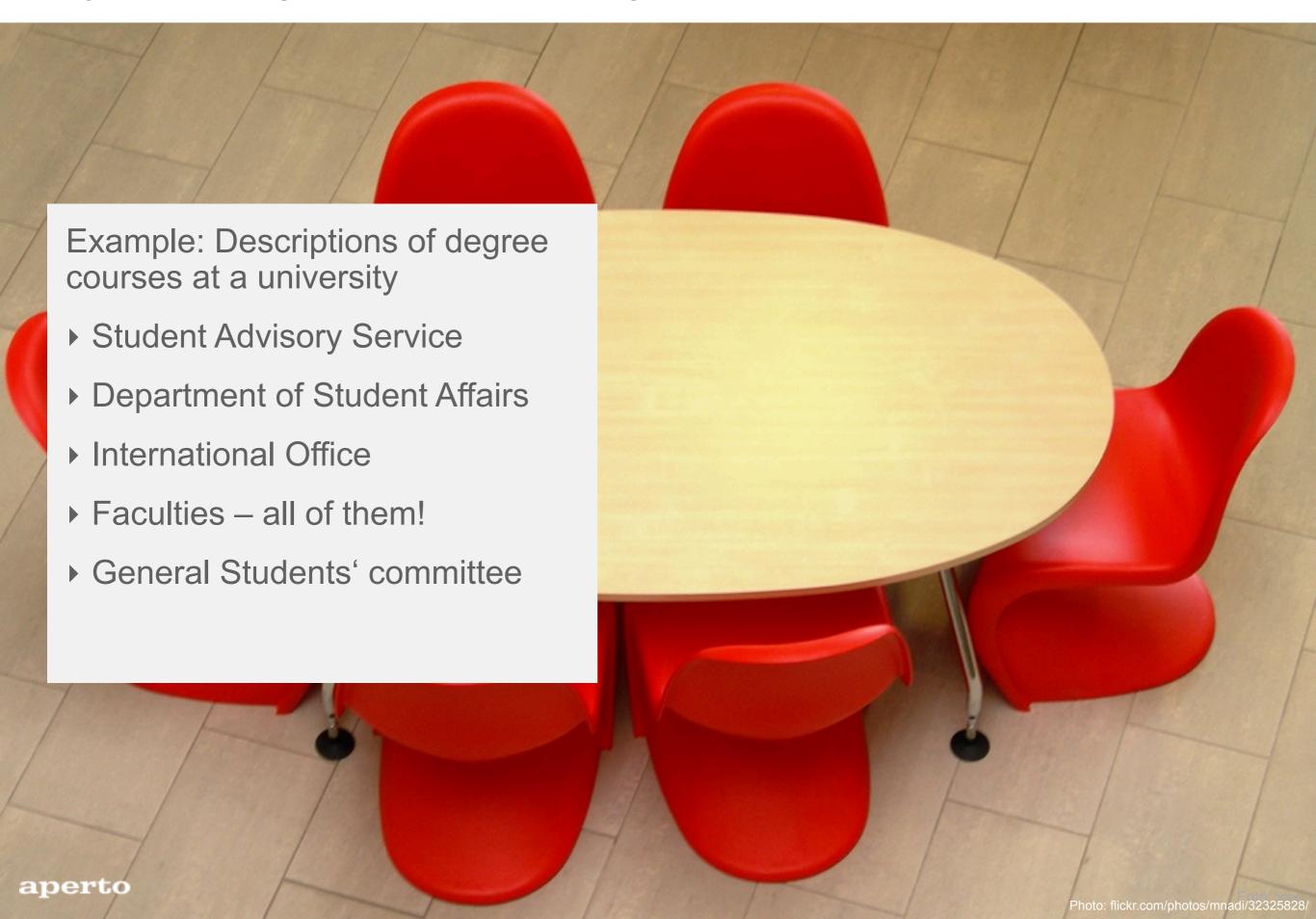


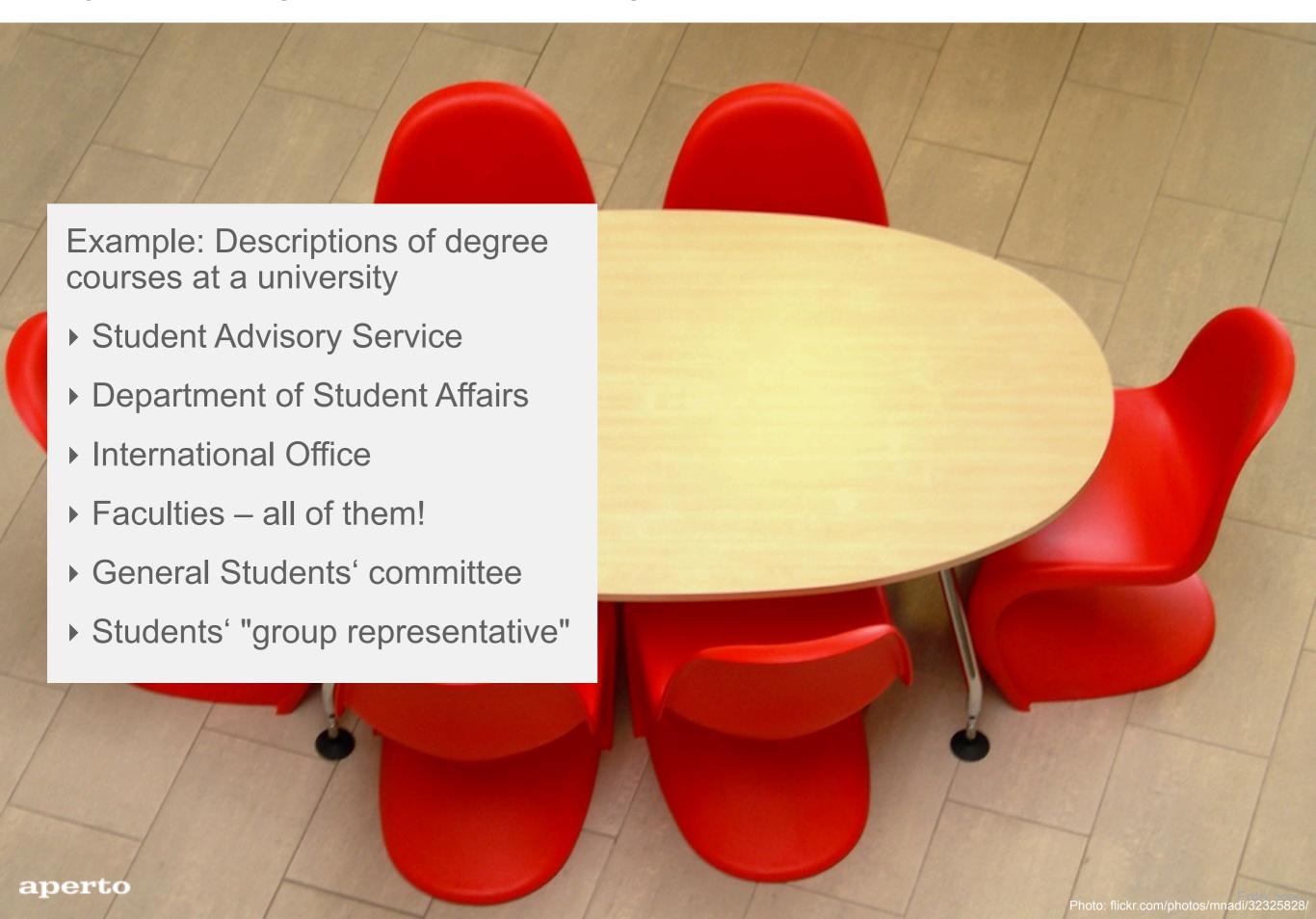


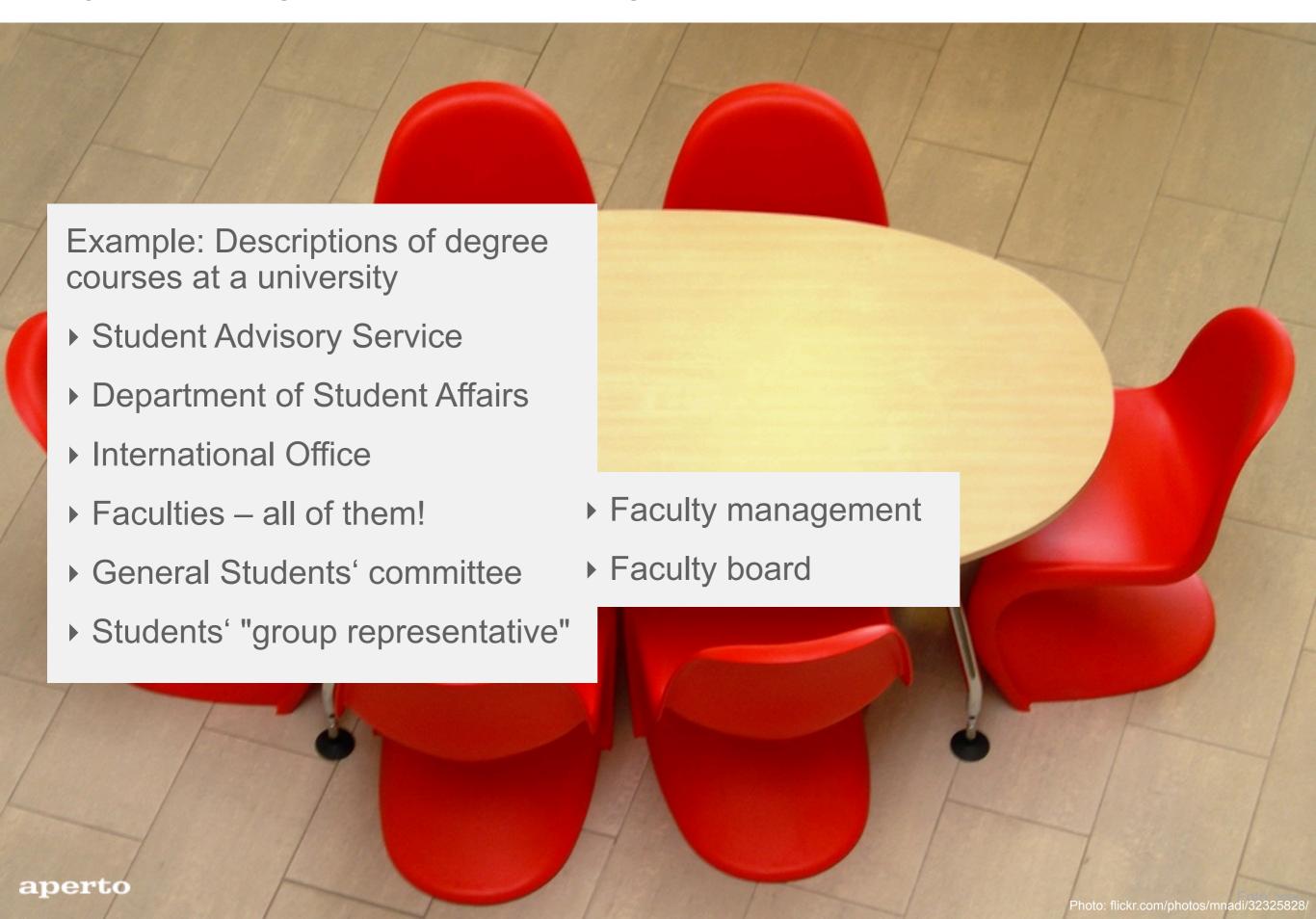












aperto

...it ain't that easy.

### People in departments rarely talk to each other.



## People sometimes fight against each other.



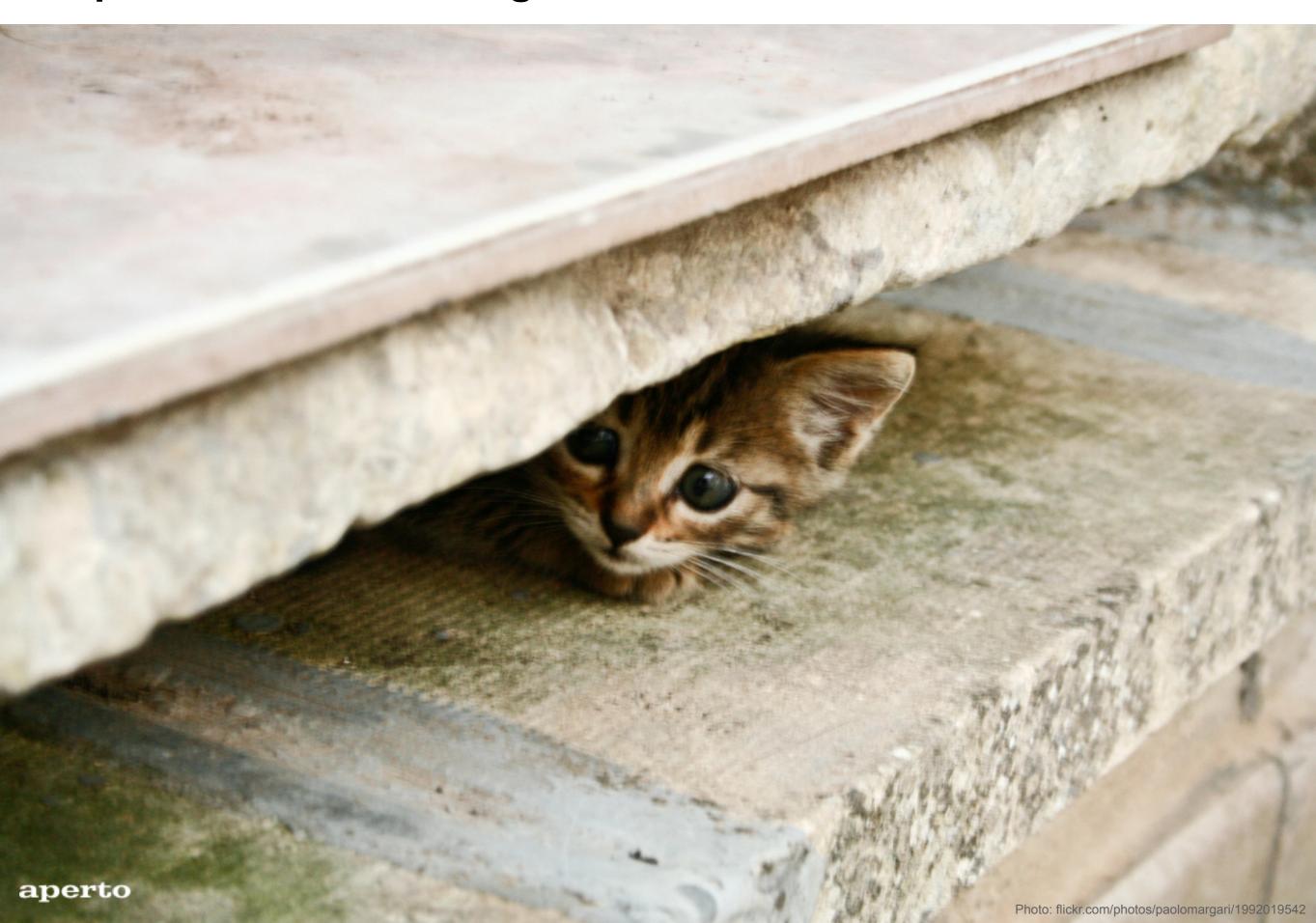
People have their own agenda – greater good has low priority.



### People might not feel the users' pain.



# People are afraid of change.

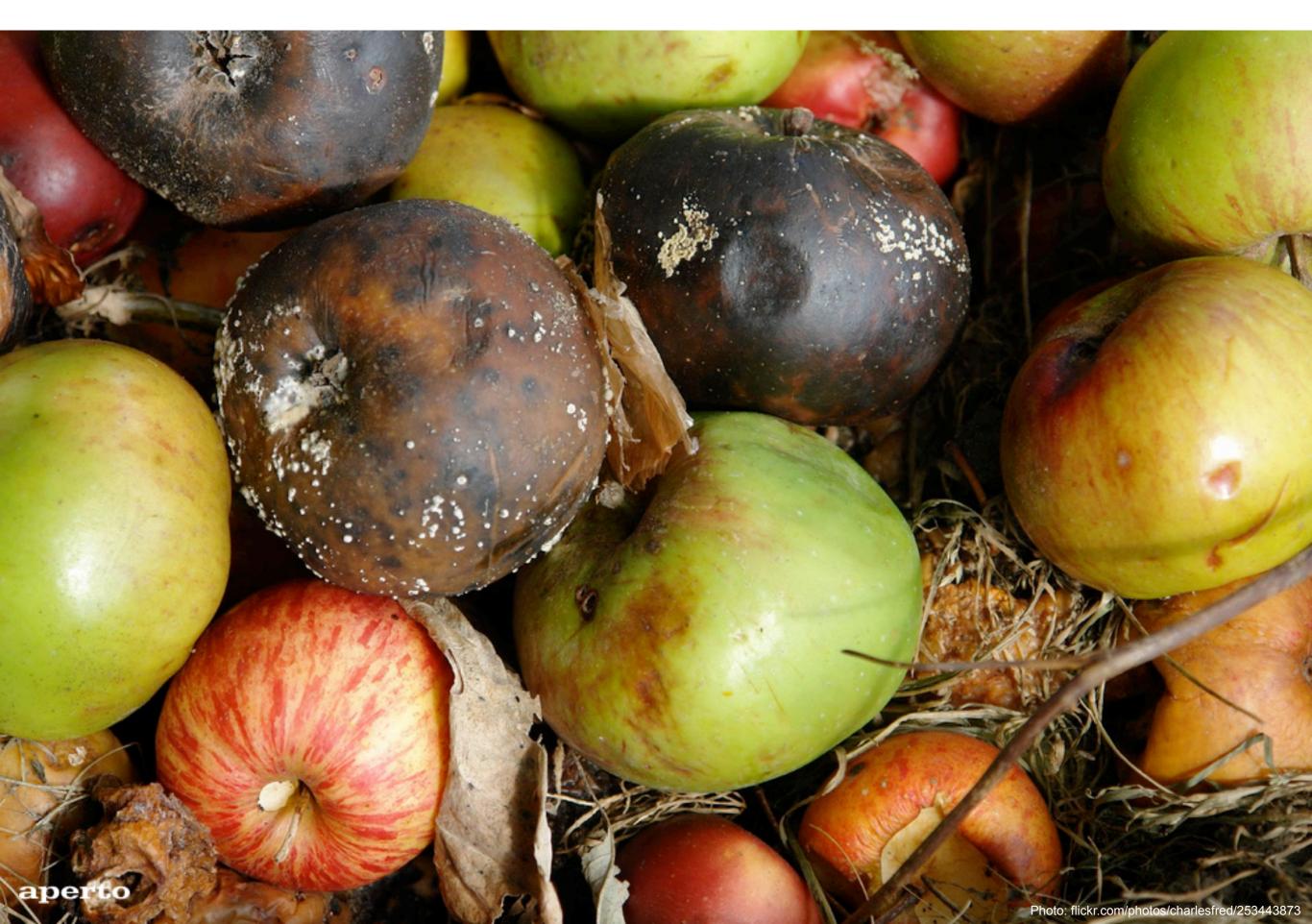


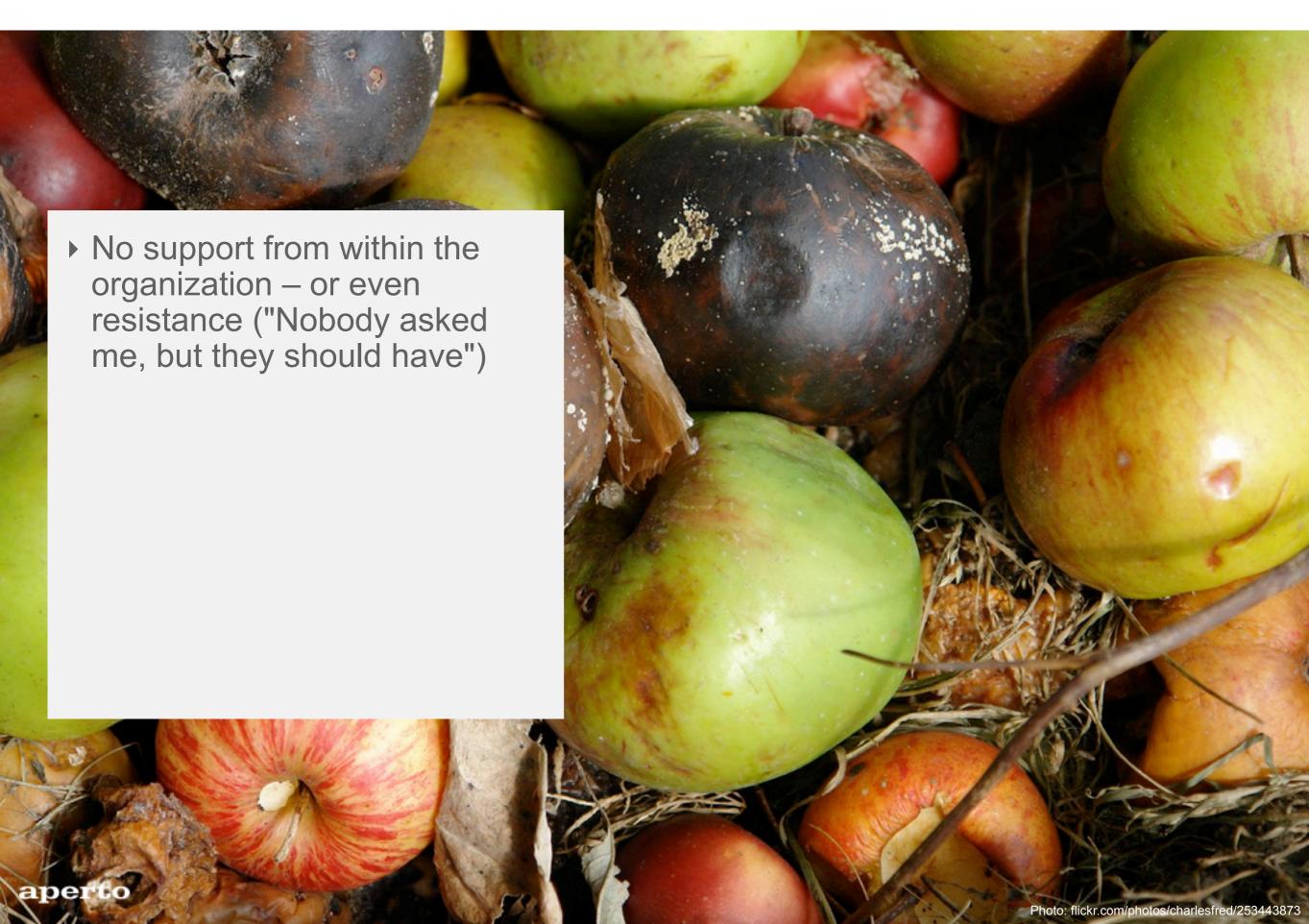
What happens if we just "do our job"?

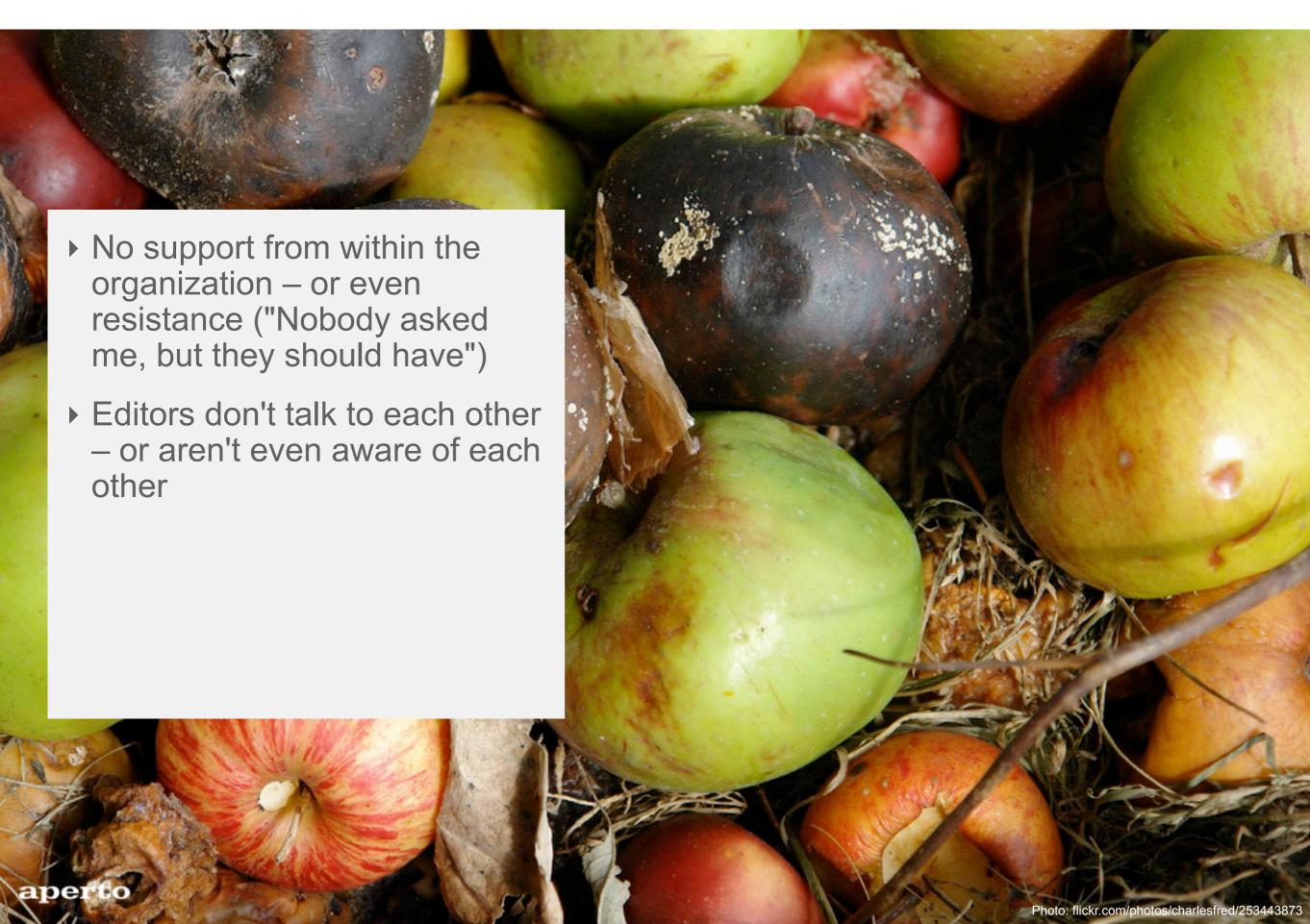
Here are the templates. Thanks for the money, good luck, and have a nice life.

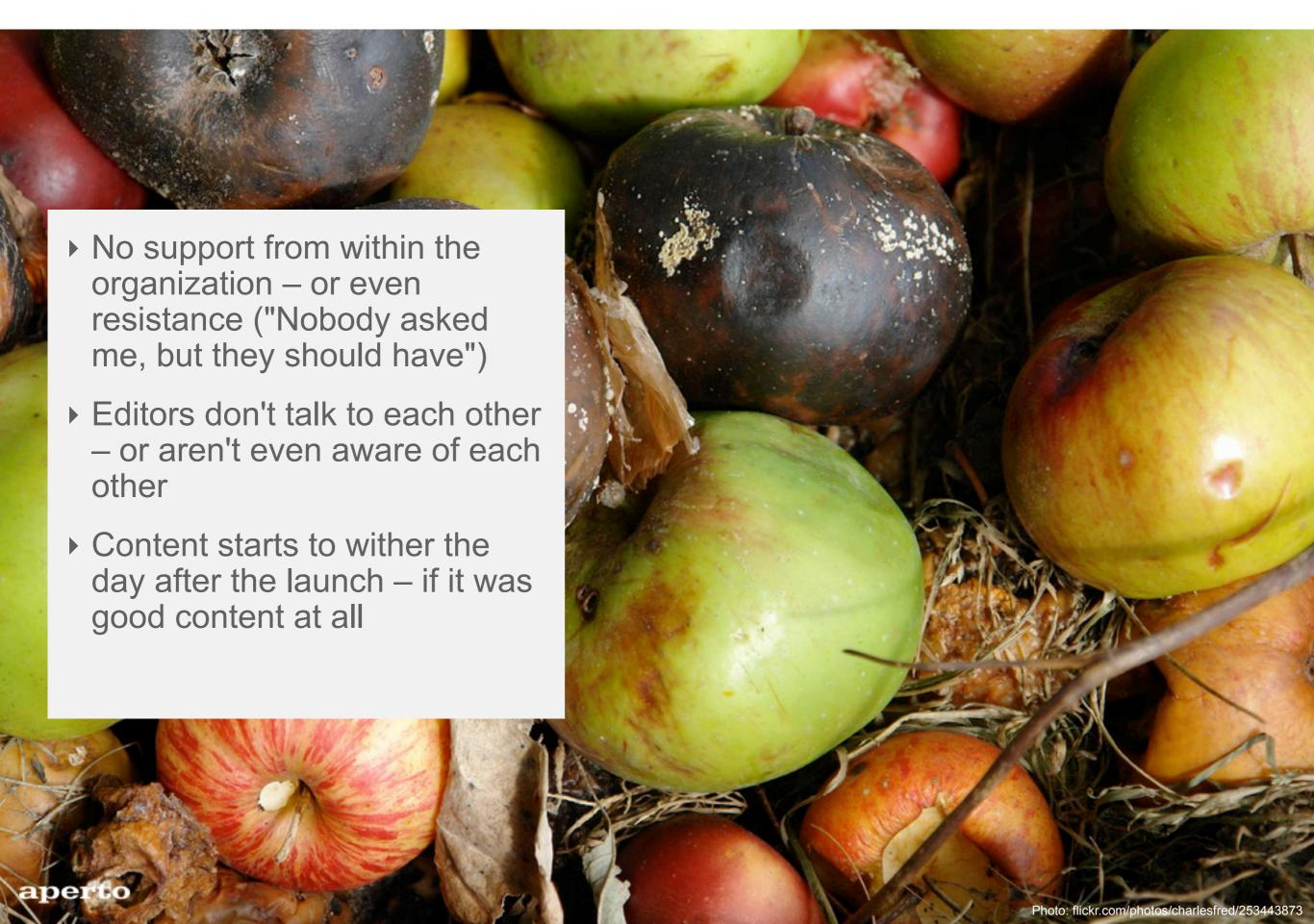


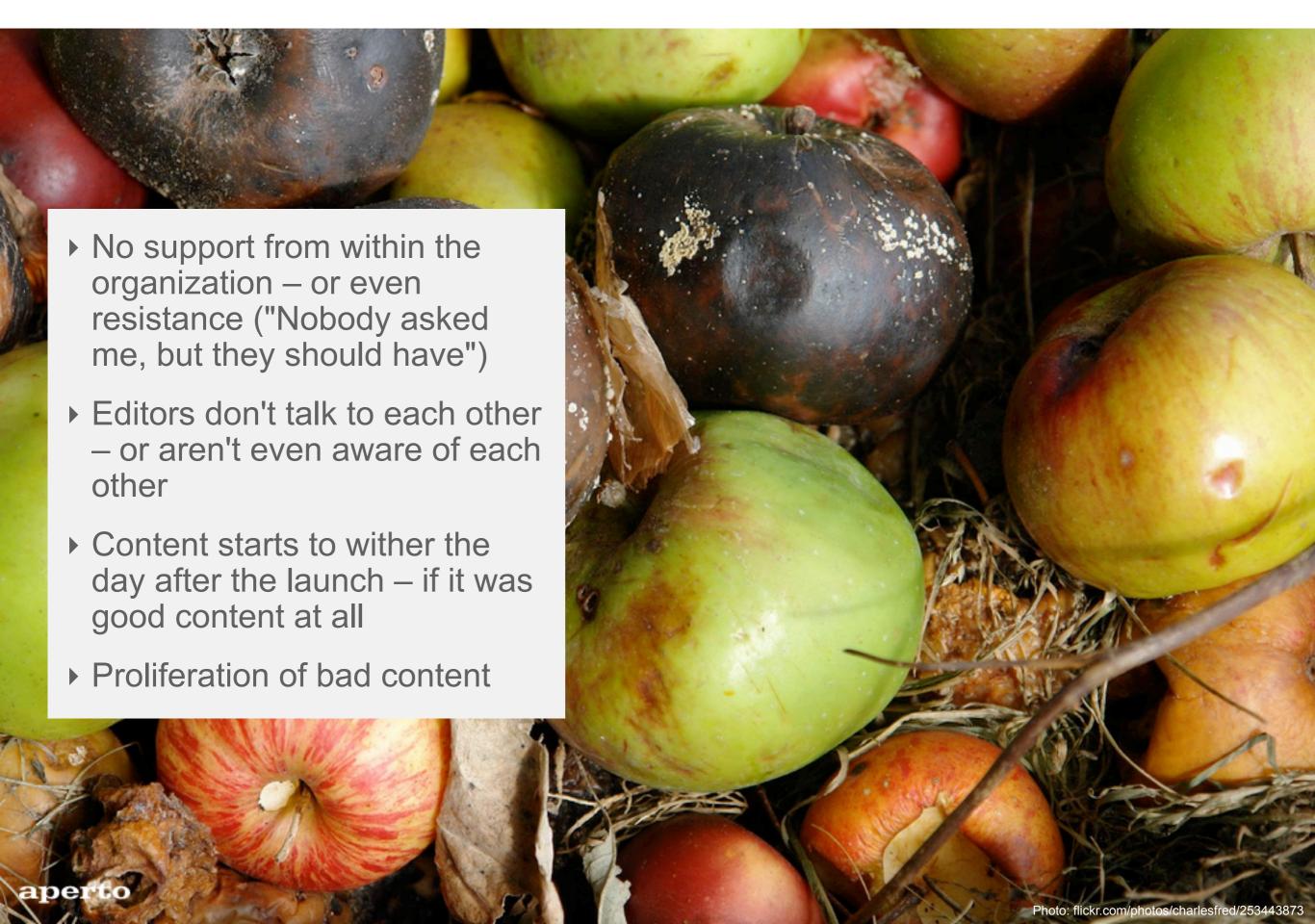


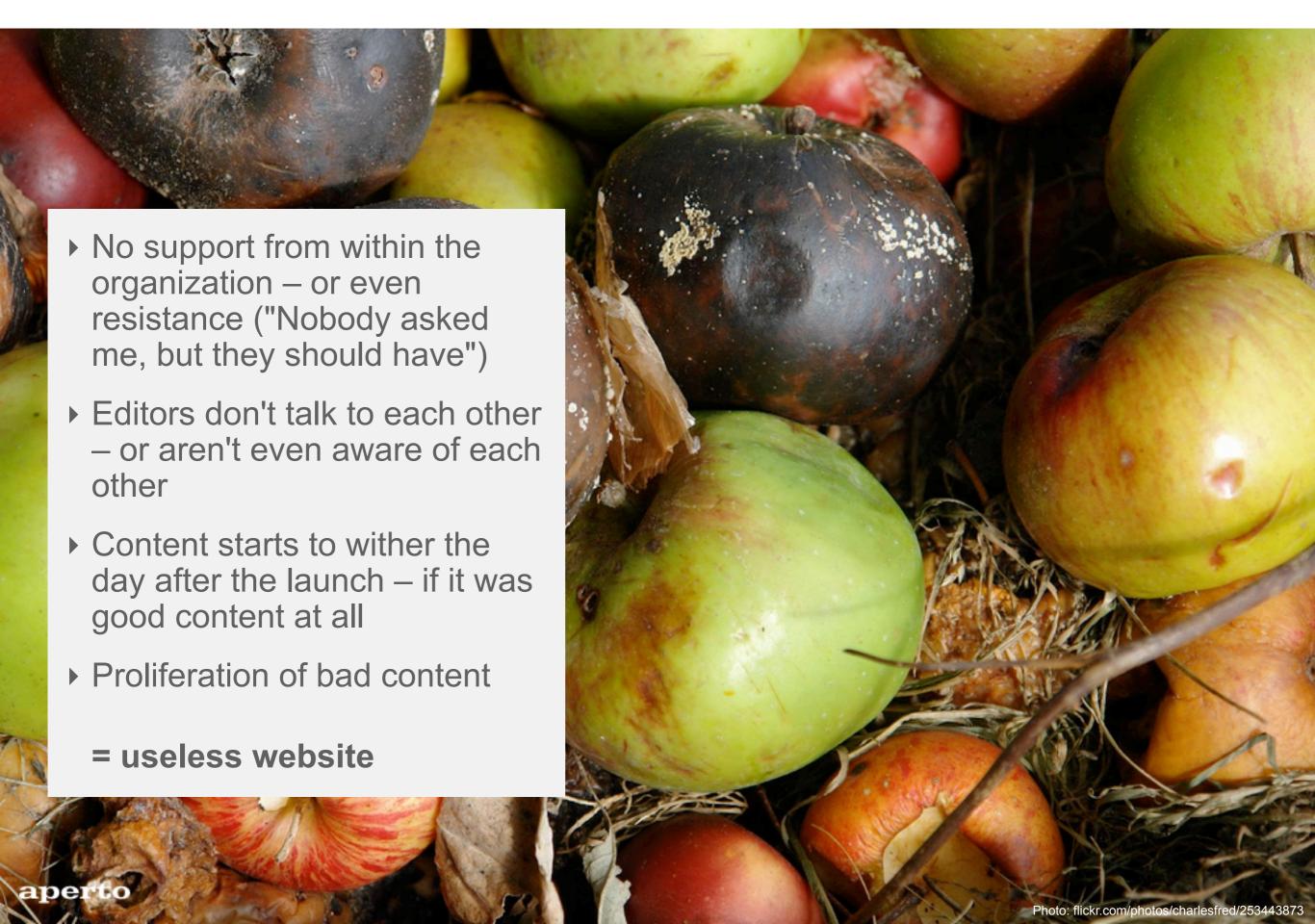












We have to overcome such hurdles if we want to build sustainable solutions.

# Things I'd like to discuss with you

- 01 Why change management?
- 02 How to enable change?
- 03 How to sell change management?
- 04 Recommended reading

# Things I'd like to discuss with you

- 01 Why change management?
- 02 How to enable change?
  - > Mindset
  - > Methods
- 03 How to sell change management?
- 04 Recommended reading

We have to overcome such hurdles...



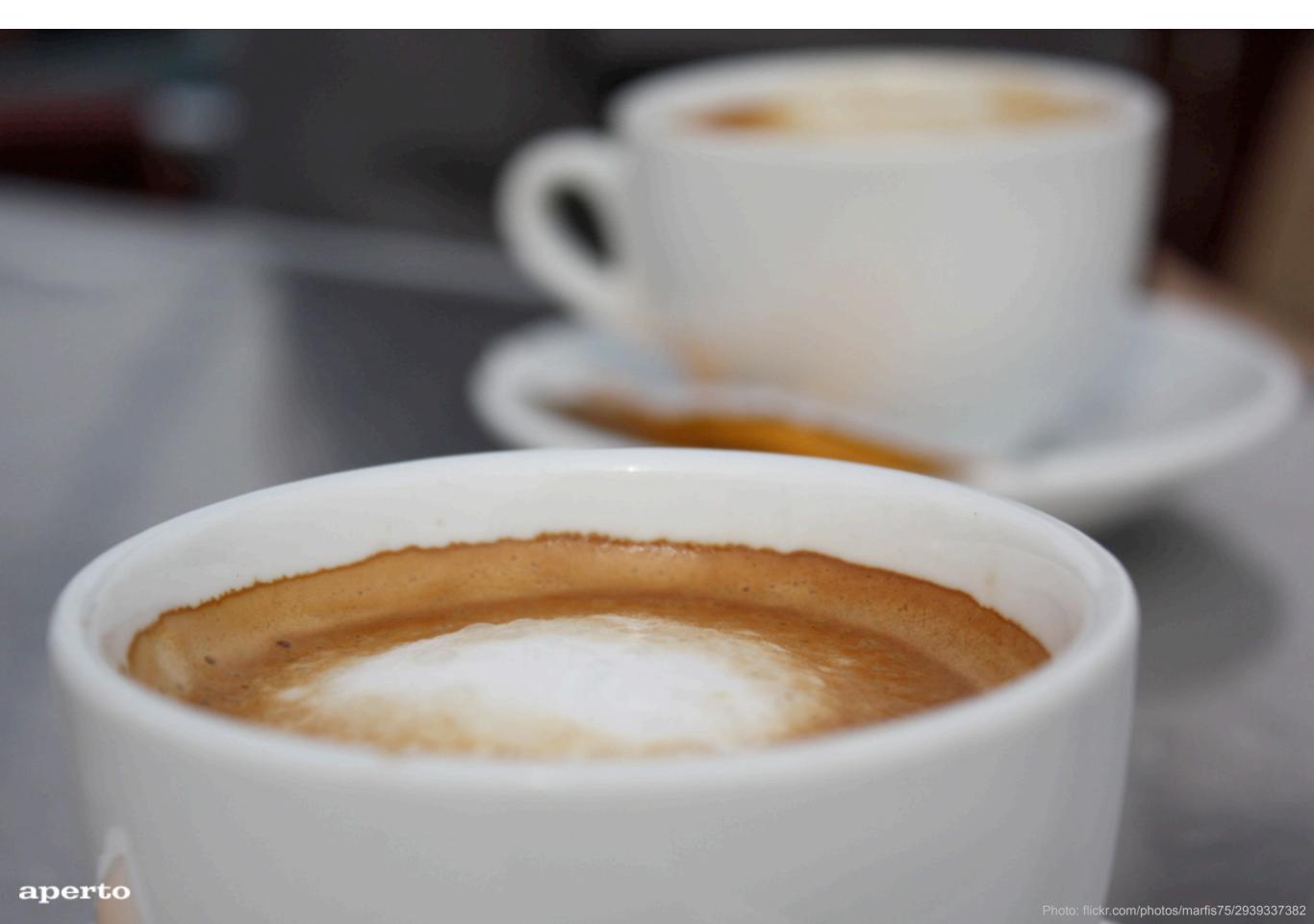


We have to take people seriously to earn their trust.

# Be there.



# Be a listener.



# Be transparent.



## Be neutral.



Changing people's beliefs and behaviors begins with ourselves.

# Things I'd like to discuss with you

- 01 Why change management?
- 02 How to enable change?
  - > Mindset
  - > Methods
- 03 How to sell change management?
- 04 Recommended reading

# Establish a sense of urgency.





















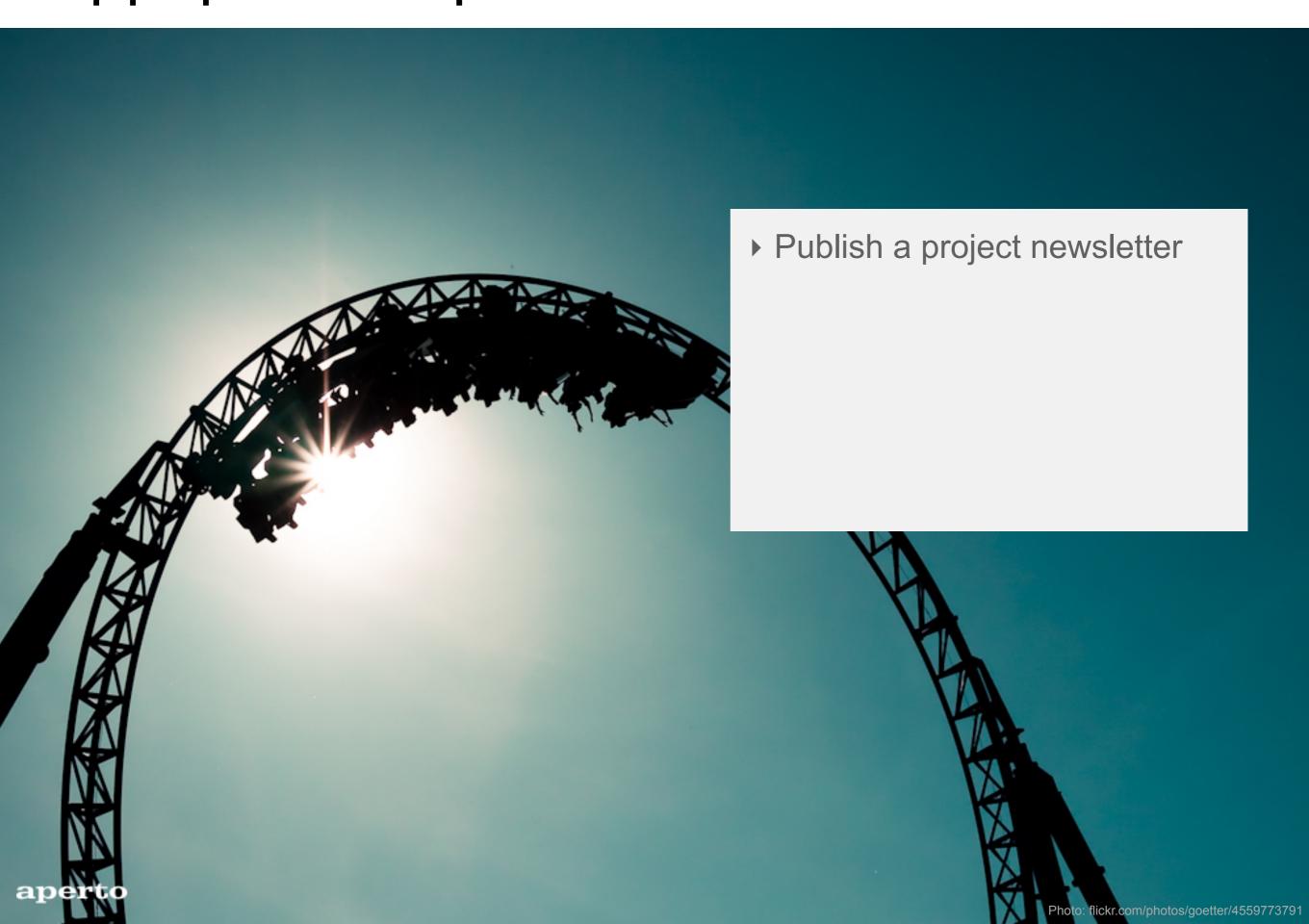




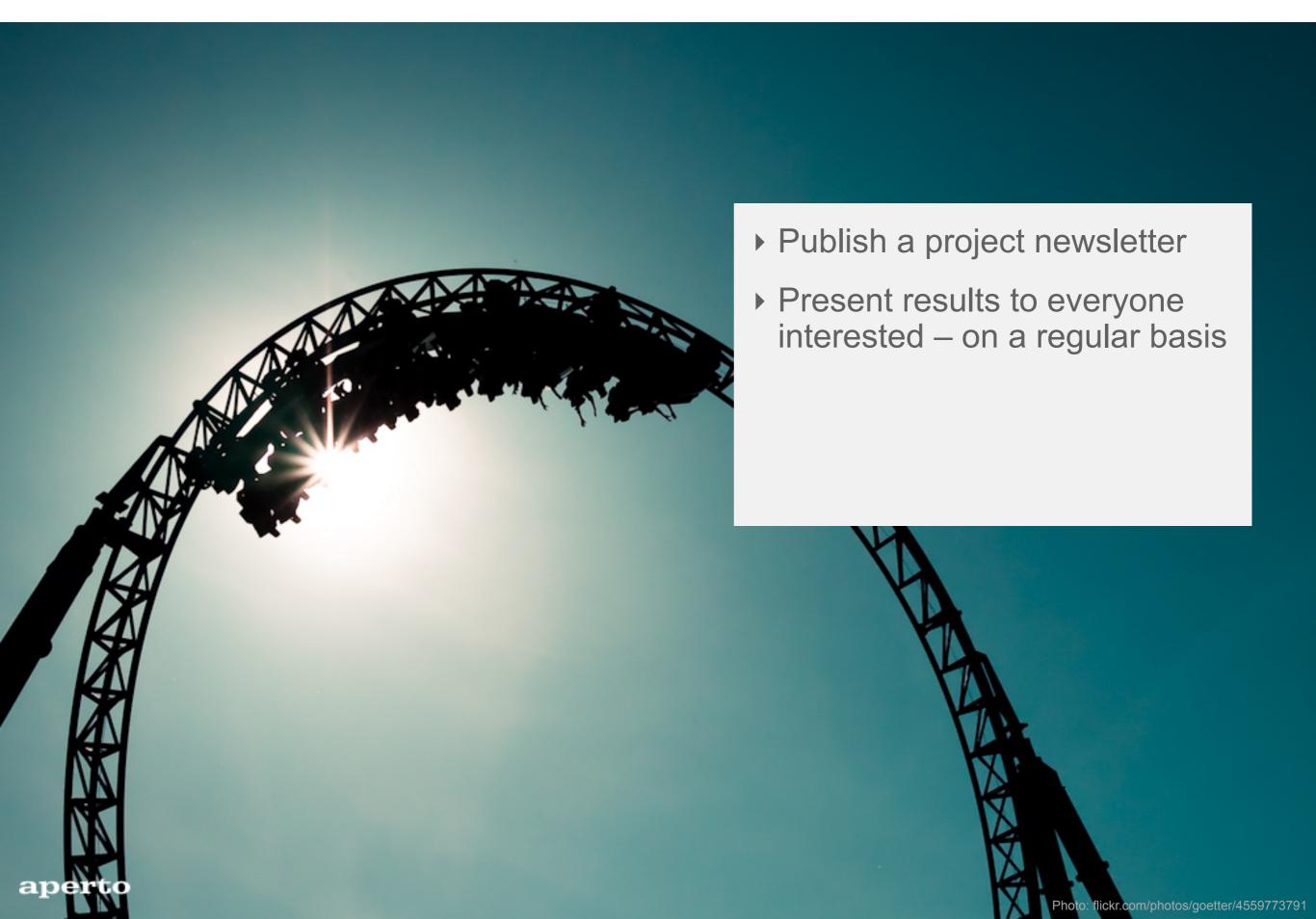
# Keep people in the loop.



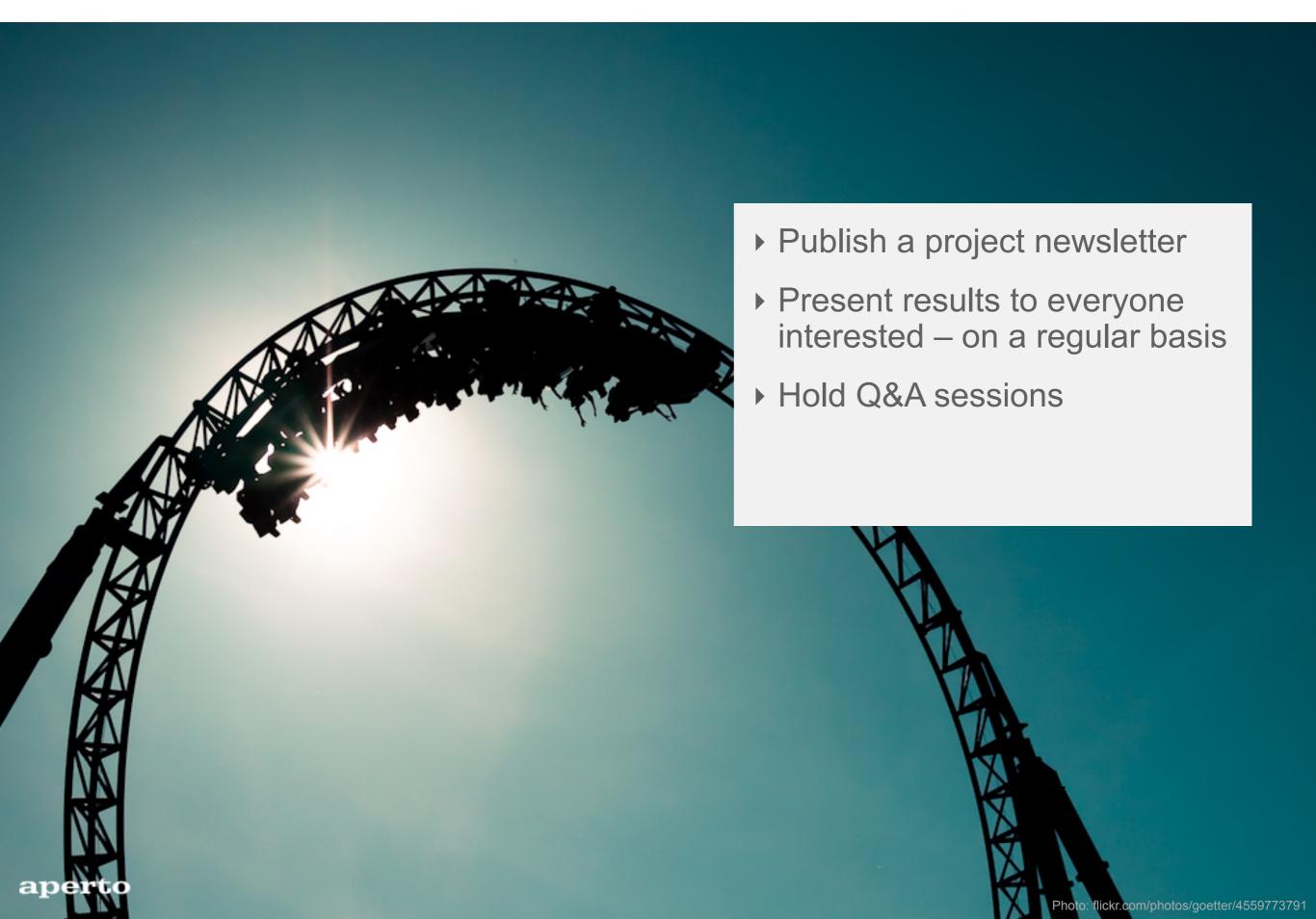
# Keep people in the loop.



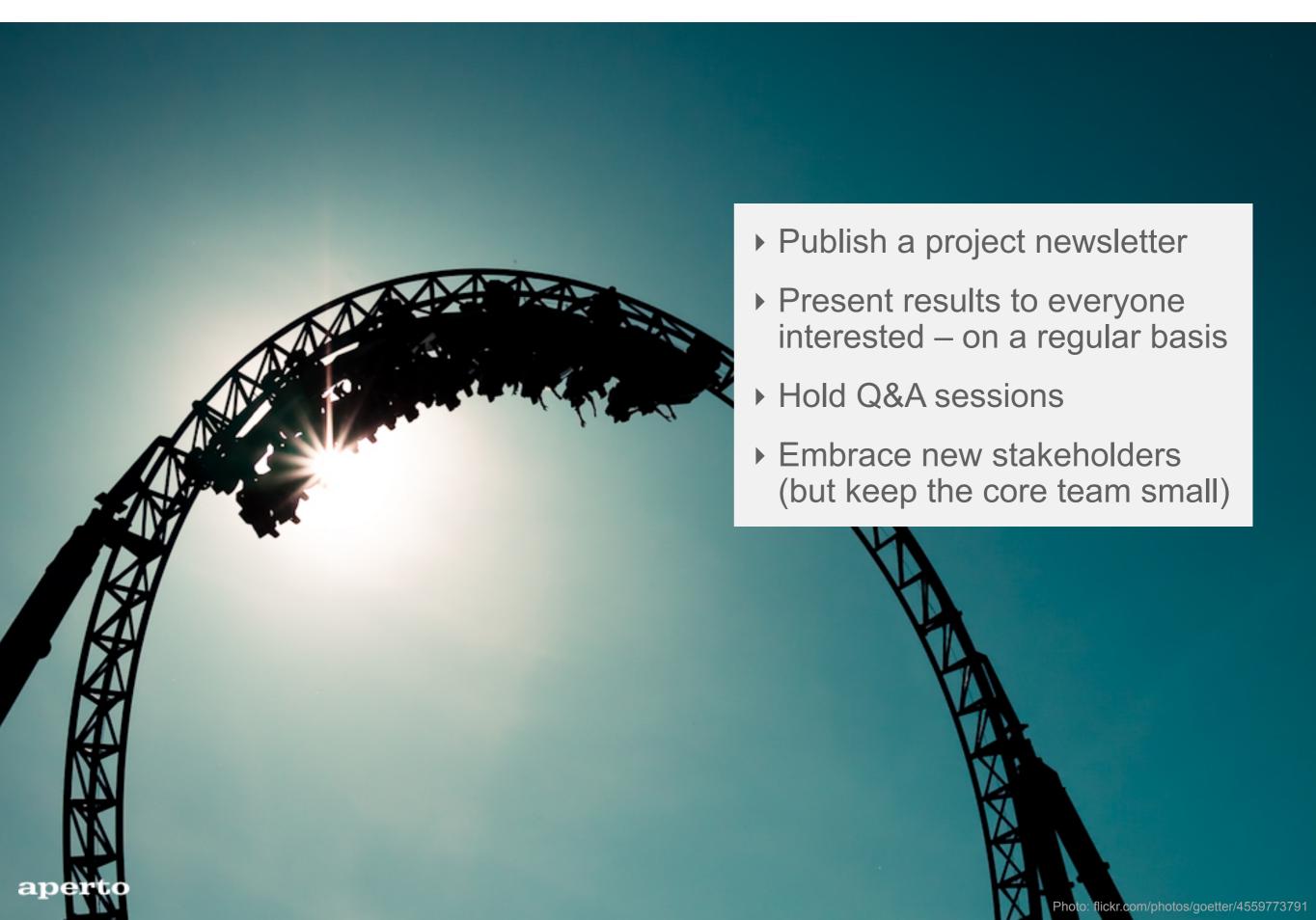
#### Keep people in the loop.



#### Keep people in the loop.



#### Keep people in the loop.



We can facilitate networking between departments with change management methods.

These methods help bring people to the table – so that they work collaboratively on a project for the same goals.

#### Methods – what are your experiences?



Establish a sense of urgency.



Invite stakeholders to participate.



Start conversations between silos.



Keep people in the loop.



What's your opinion?

# Things I'd like to discuss with you

- 01 Why change management?
- 02 How to enable change?
- 03 How to sell change management?
- 04 Recommended reading

# Things I'd like to discuss with you

- 01 Why change management?
- 02 How to enable change?
- 03 How to sell change management?
  - > To our project managers
  - > To the client
- 04 Recommended reading

#### For the love of money!

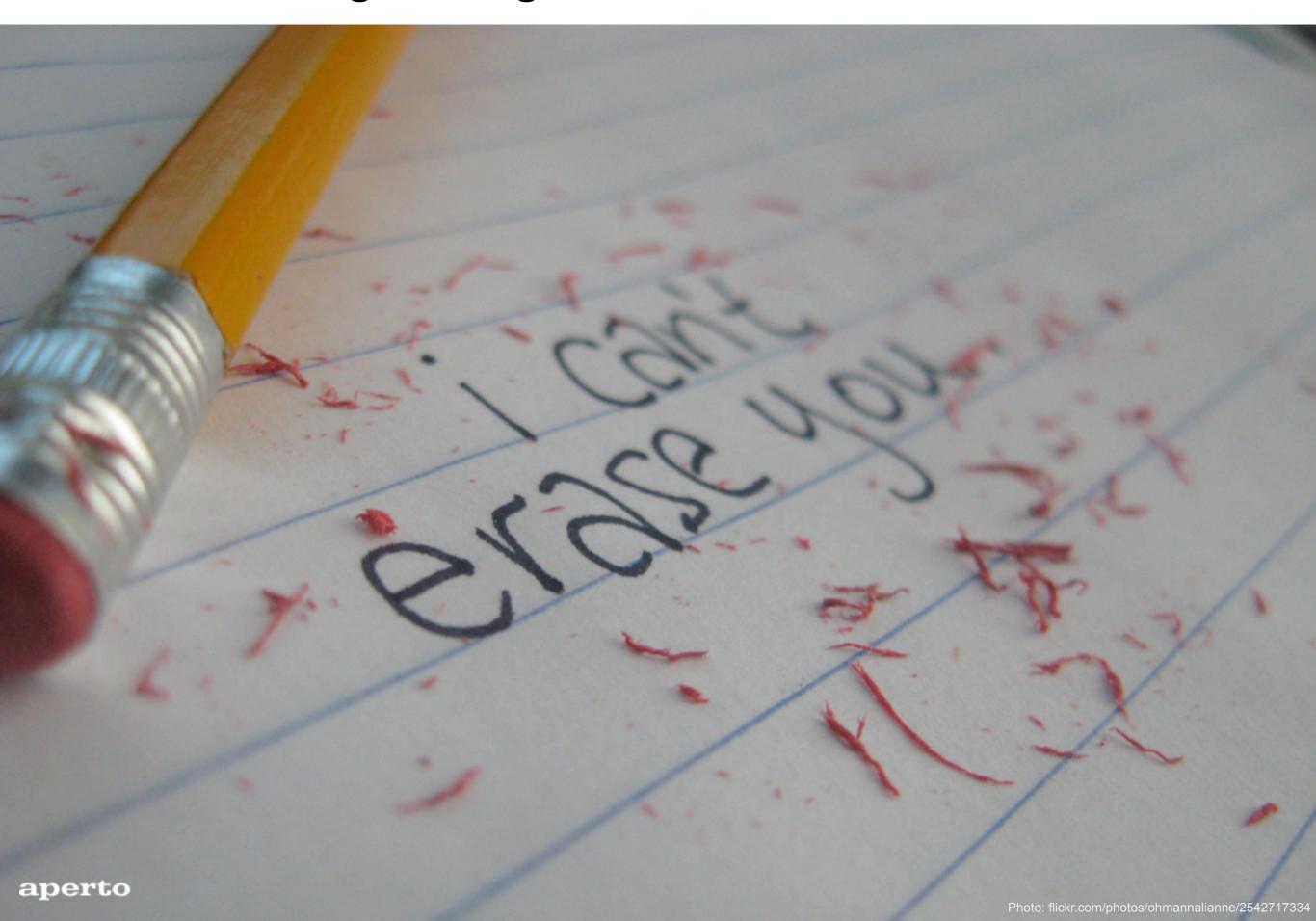


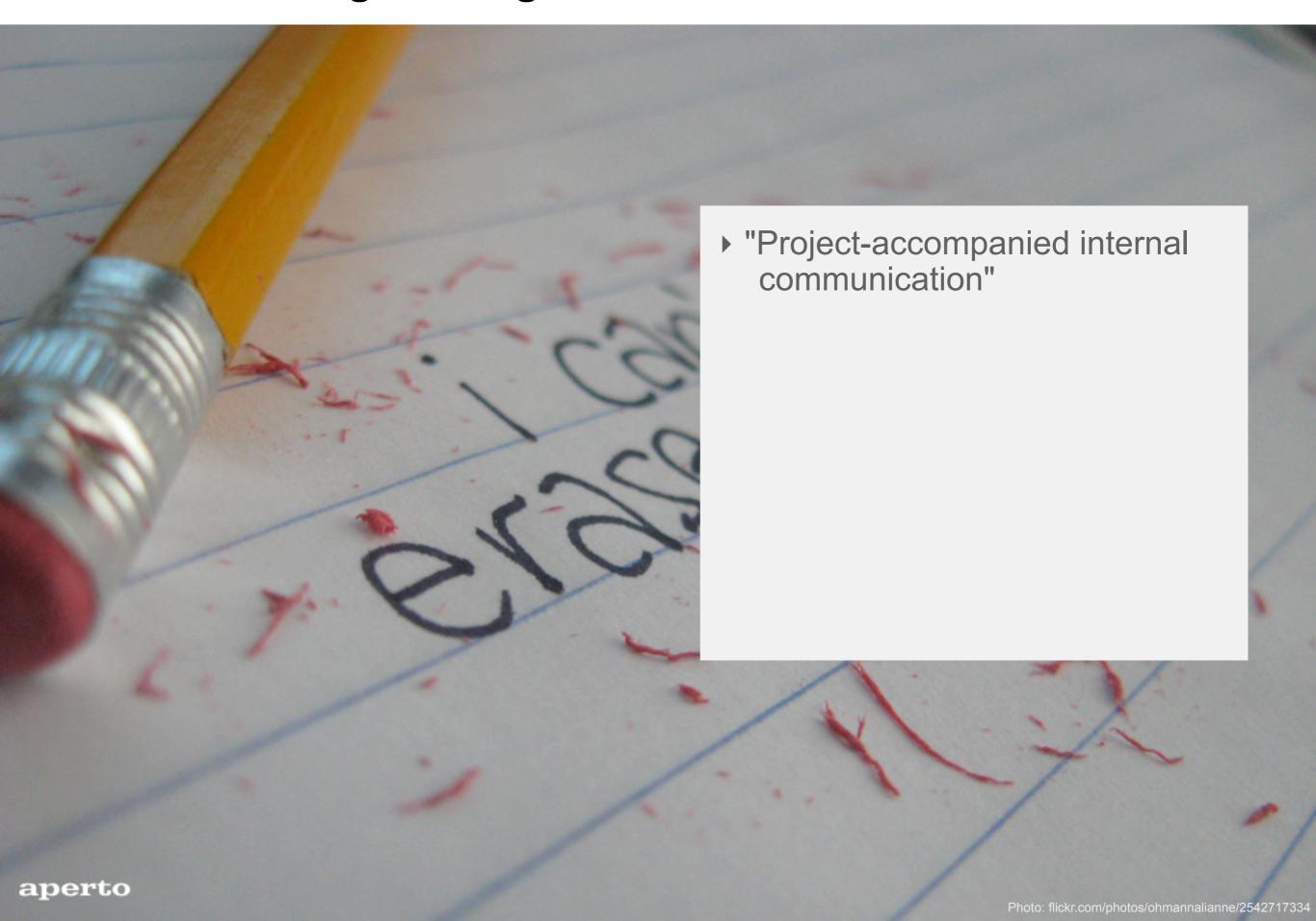
#### Reputation.

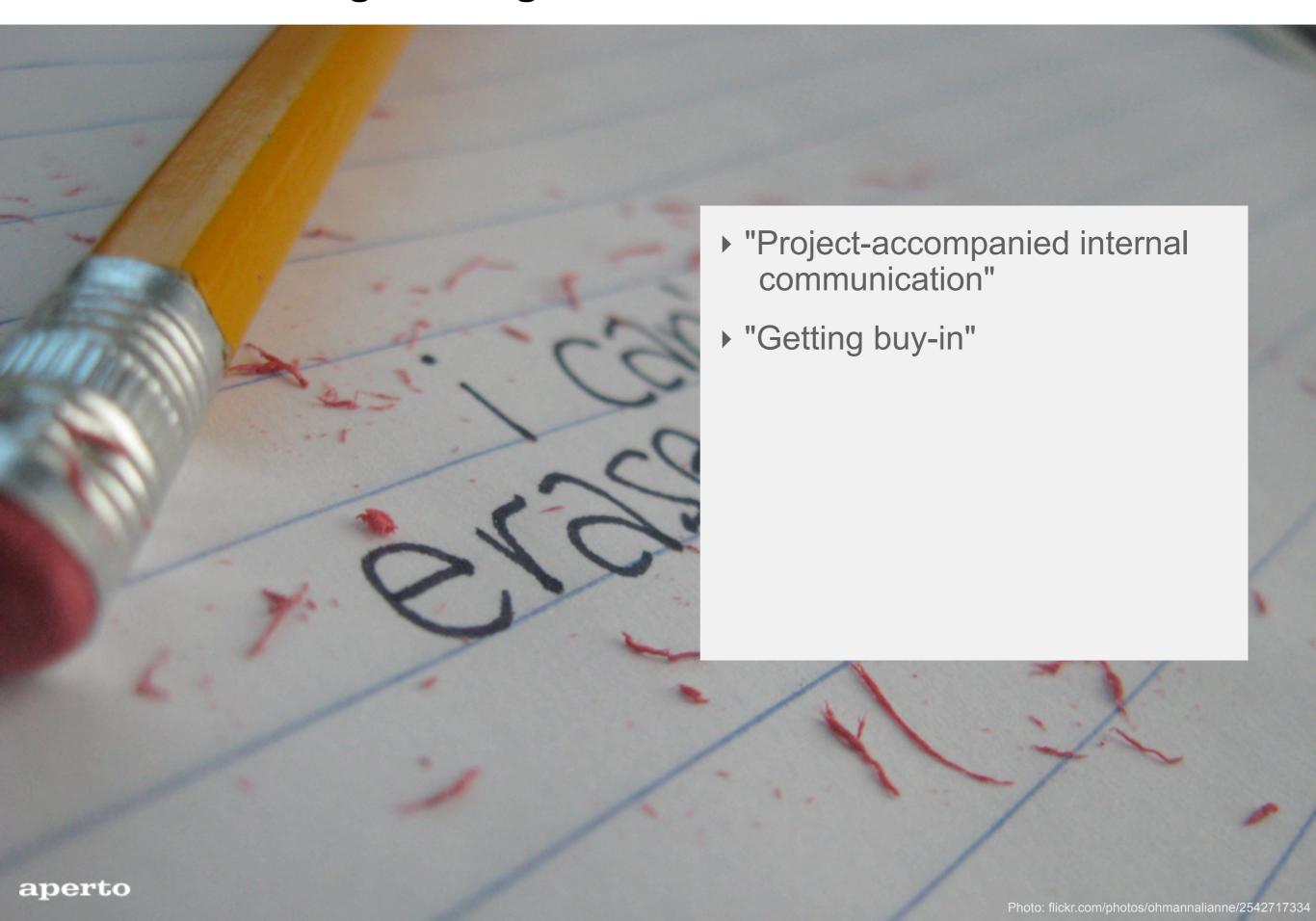


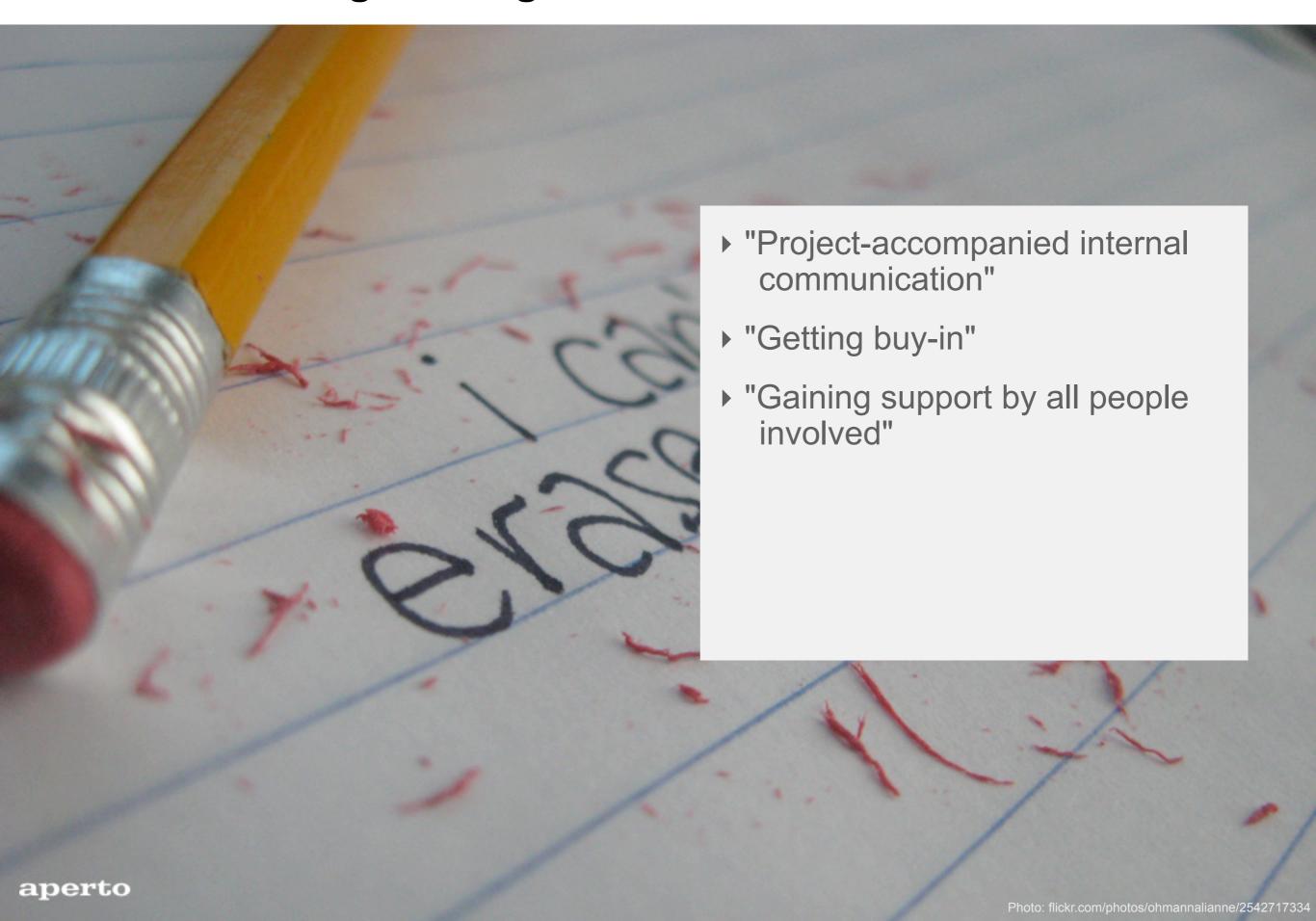
# Things I'd like to discuss with you

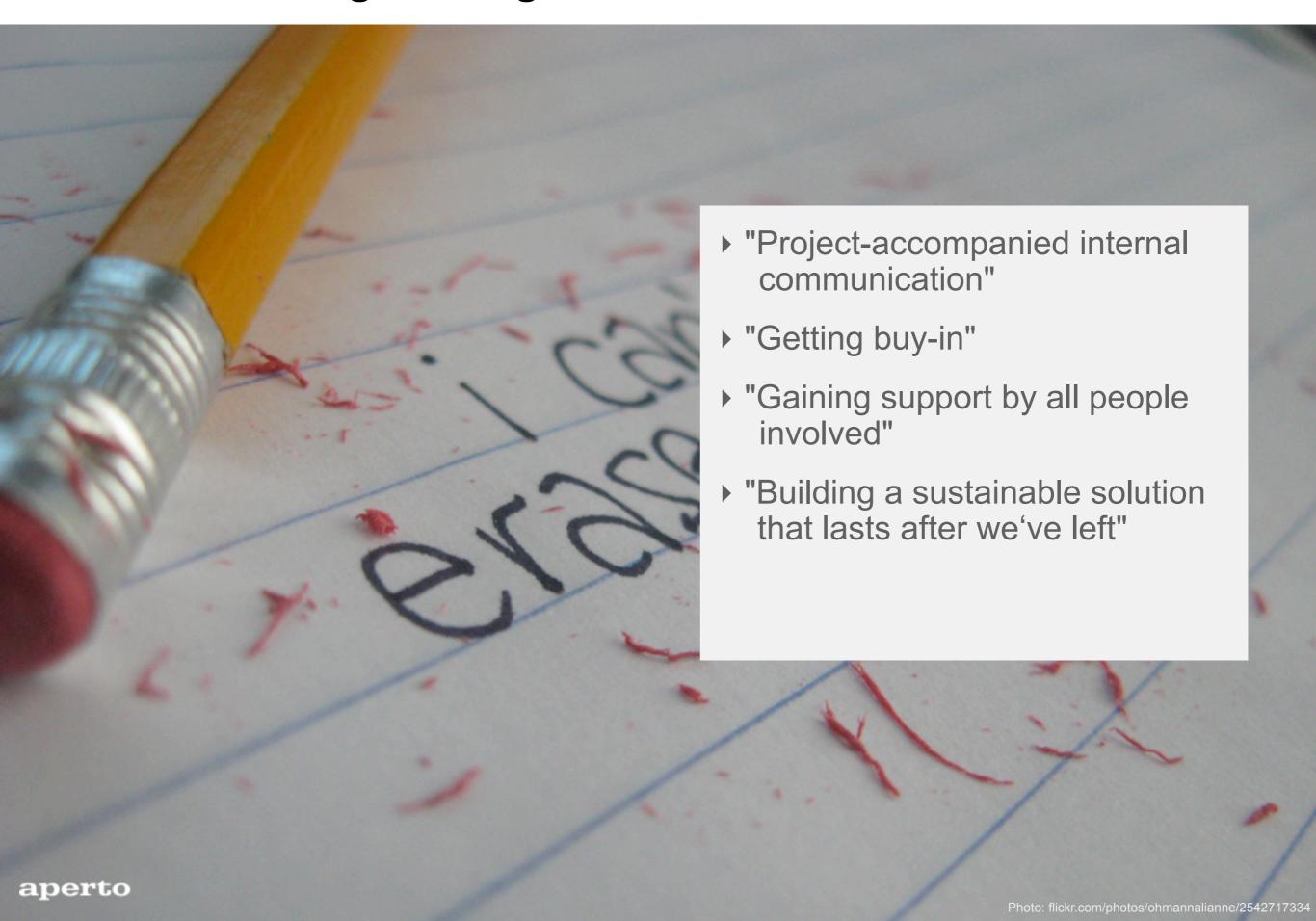
- 01 Why change management?
- 02 How to enable change?
- 03 How to sell change management?
  - > To our project managers
  - > To the client
- 04 Recommended reading

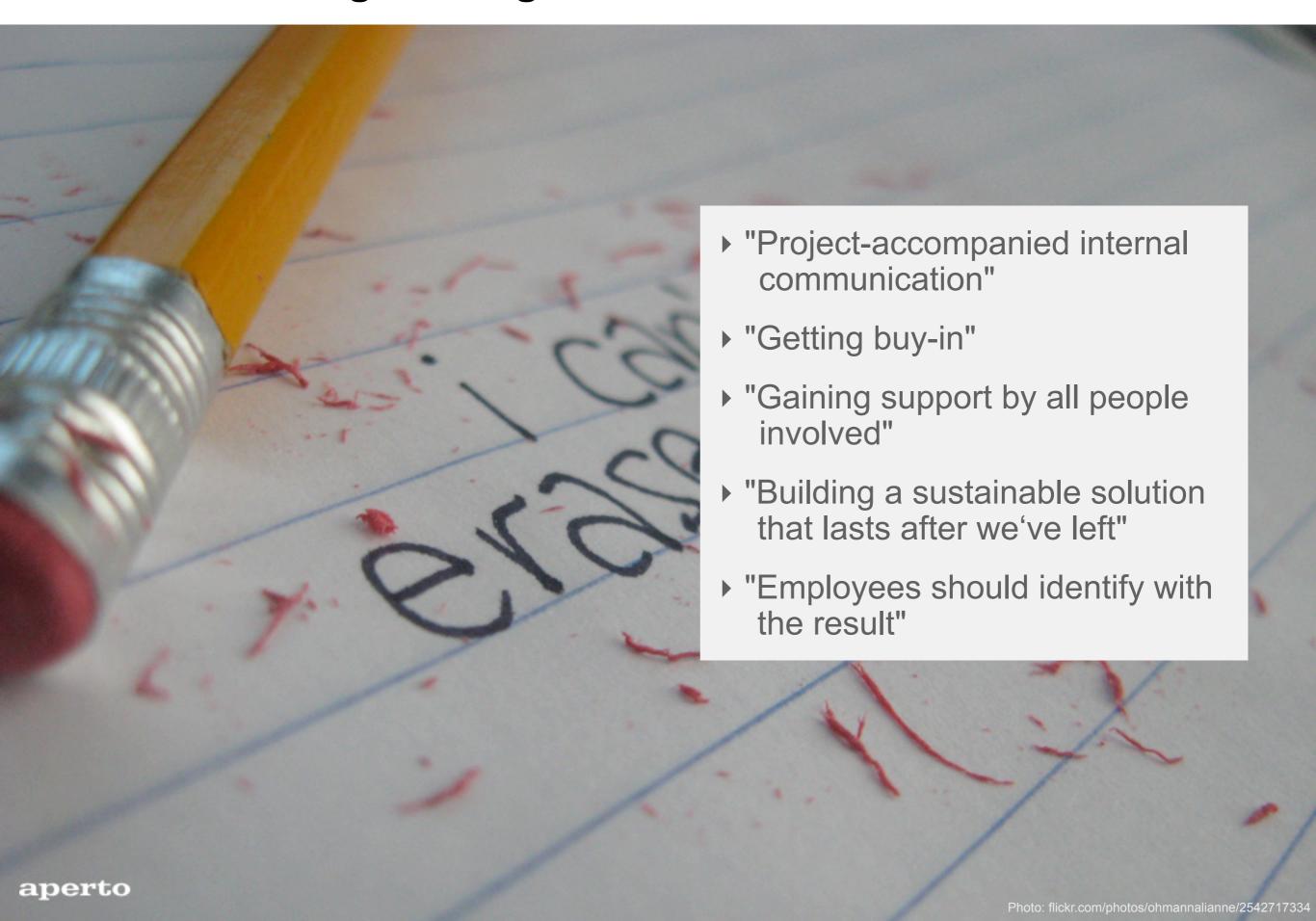














▶ "You invested so much for research, strategy, IA, IxD, visual design, frontend and backend code...



"You invested so much for research, strategy, IA, IxD, visual design, frontend and backend code...

...shouldn't be sunken money



- ▶ "You invested so much for research, strategy, IA, IxD, visual design, frontend and backend code...
- ...shouldn't be sunken money
- ...success depends on the participation within your organization



▶ "You invested so much for research, strategy, IA, IxD, visual design, frontend and backend code...

- ...shouldn't be sunken money
- ...success depends on the participation within your organization
- ...should invest some more to build a sustainable solution



- ▶ "You invested so much for research, strategy, IA, IxD, visual design, frontend and backend code...
- ...shouldn't be sunken money
- ...success depends on the participation within your organization
- ...should invest some more to build a sustainable solution
- ...the earlier the better!"





Stakeholder research





- Stakeholder research
- Invite multiple departments to a kick ass kickoff workshop





- Stakeholder research
- Invite multiple departments to a kick ass kickoff workshop

AUGUST 3, 2010

#### Kick Ass Kickoff Meetings

by KEVIN M. HOFFMAN

Published in: Business, Project Management and Workflow

Discuss this article » | Share this article »

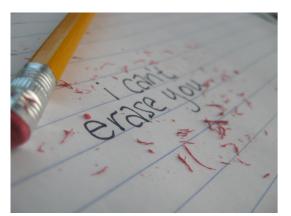


During project-based work, every freelancer, agency, or internal department has "the kickoff meeting." In theory, this meeting should have all the energy, excitement, and potential of the

alistapart.com/articles/kick-ass-kickoff-meetings

We can put change methods to good use and sell them – by underlining their need or by sneaking them in.

#### Selling change management – what are your experiences?



Don't call it change management.



Emphasize the ROI.



Fly under the radar.



# Things I'd like to discuss with you

- 01 Why change management?
- 02 How to enable change?
- 03 How to sell change management?
- 04 Recommended reading

# JOHN P. KOTTER

Author of Leading Change and Our Iceberg Is Melting

a sense of use of USE Cy

HARVARD BUSINESS PRESS



HOW TO CHANGE THINGS

WHEN CHANGE IS HARD



#### CHIP HEATH & DAN HEATH

THE BESTSELLING AUTHORS OF MADE TO STICK

#### Stolzenberg Heberle



# Change Management

Veränderungsprozesse erfolgreich gestalten – Mitarbeiter mobilisieren

- Vision
- Kommunikation
- Beteiligun
- Qualifizierung

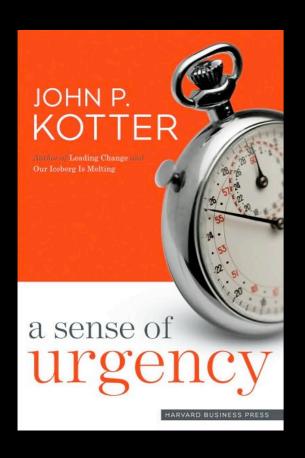


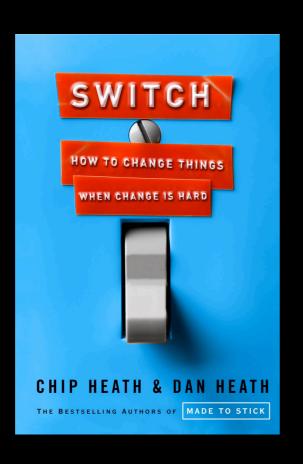
# Peter Kruse next practice Erfolgreiches Management von Instabilität

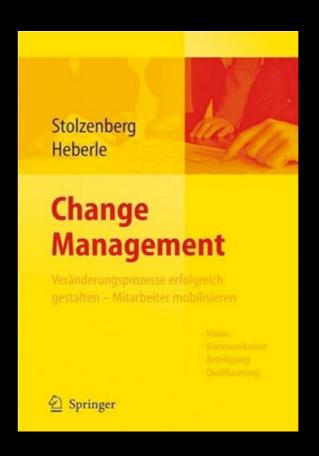
Veränderung durch Vernetzung

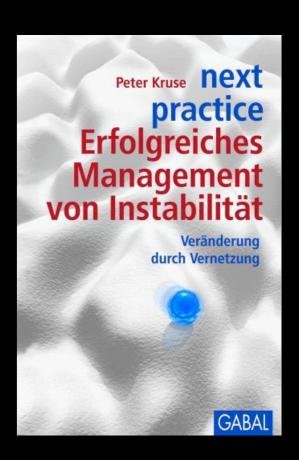






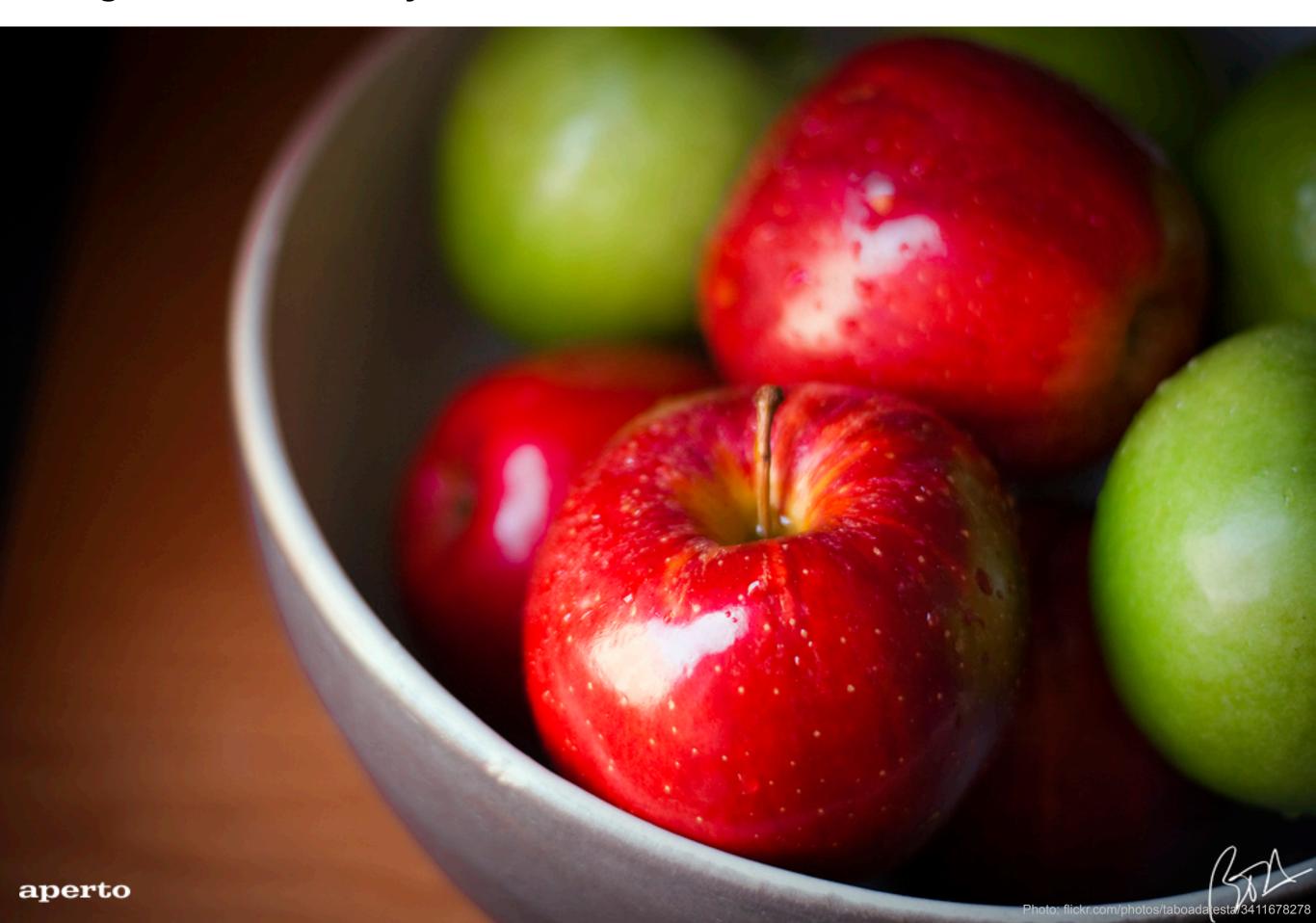


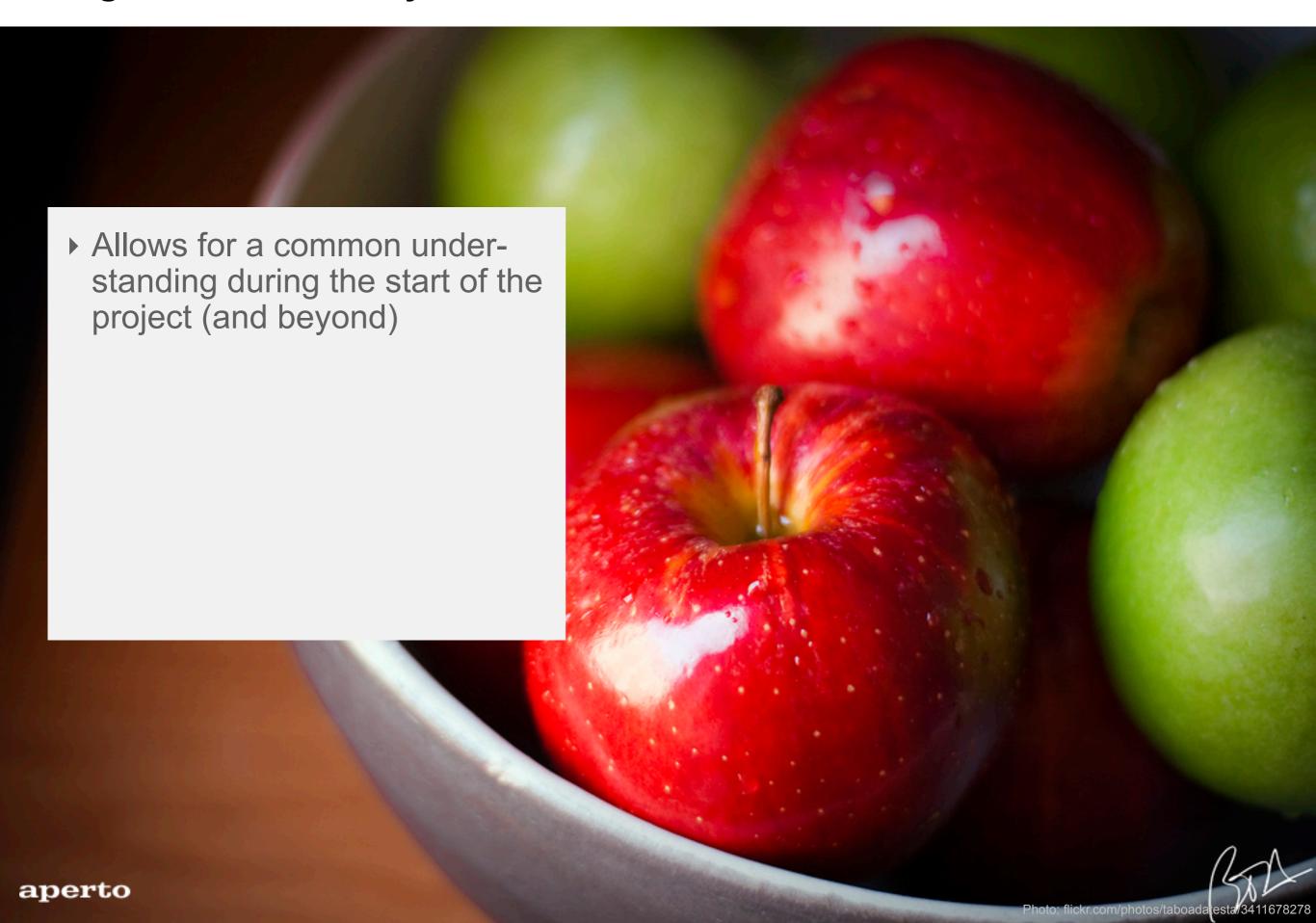


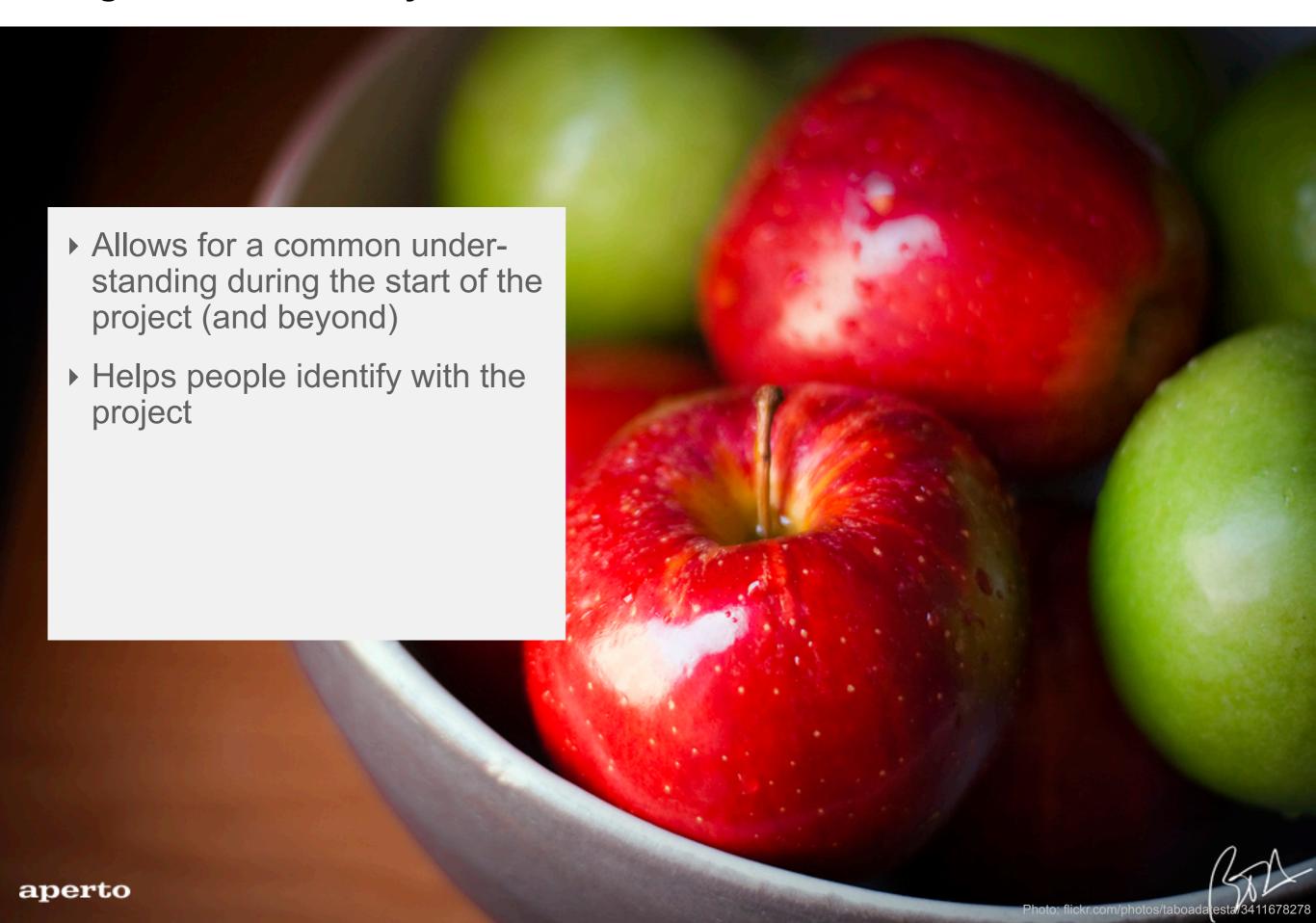


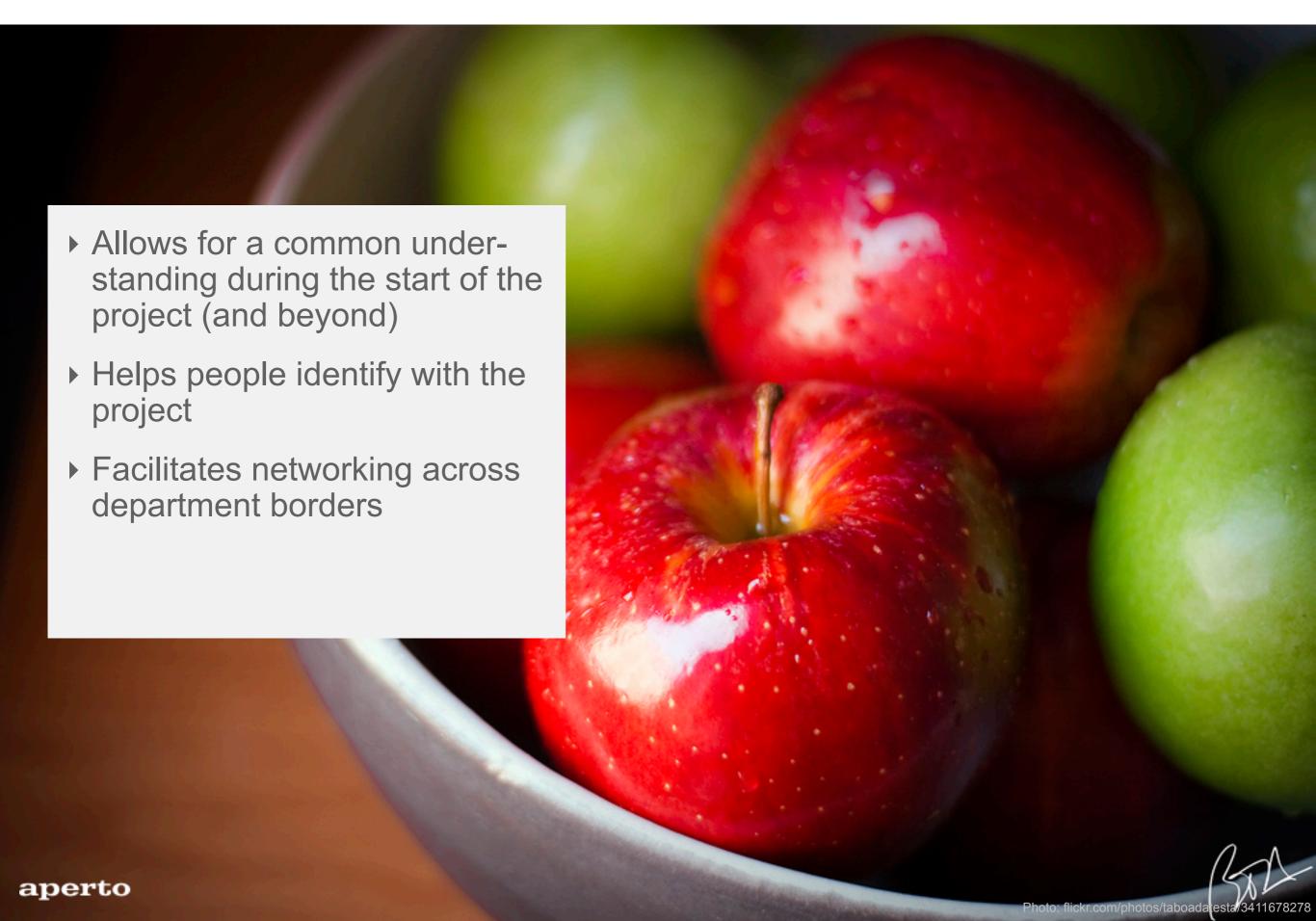
What are your reading recommendations?

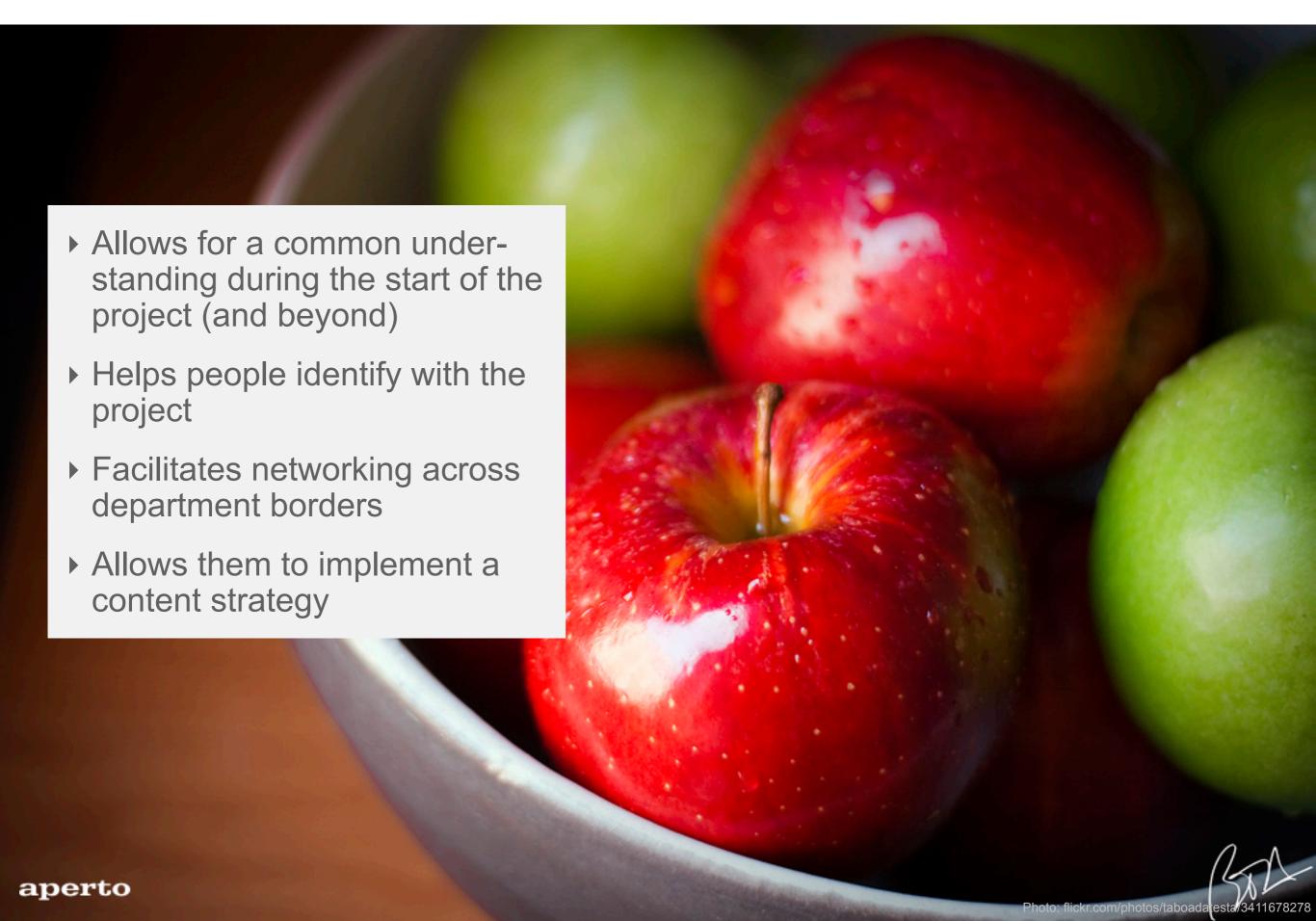
Going the extra mile beyond classic UX work leads to sustainable solutions.

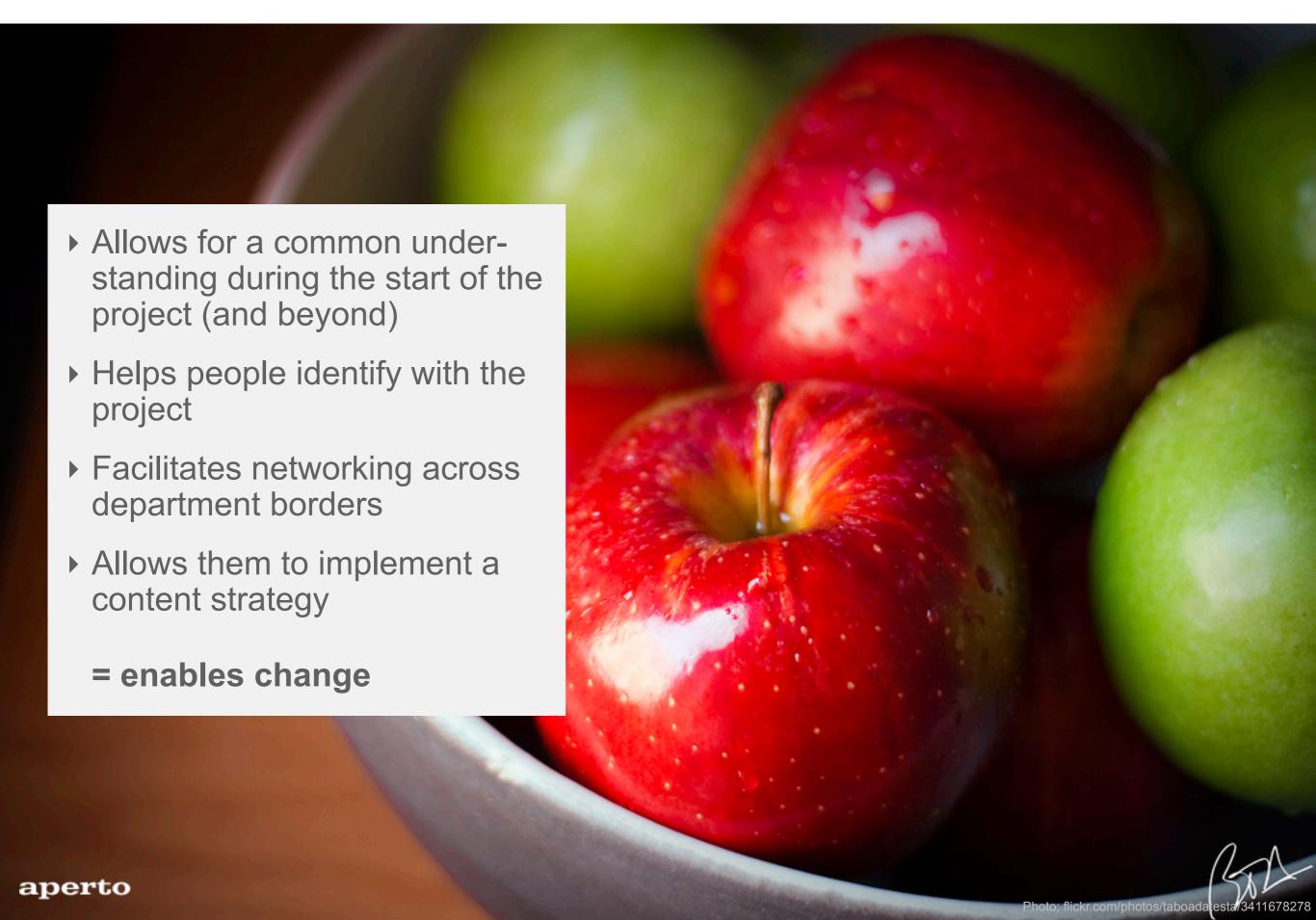














# Start making a difference!

**Stefan Freimark** 

Senior UX Consultant

Mail stefan.freimark@aperto.de

Twitter @freimark

Web www.aperto.de





#### John P. Kotter: Leading Change

- 1. Establish a sense of urgency
- 2. Form a powerful guiding coalition
- 3. Create a vision
- 4. Communicate the vision
- 5. Empower others to act on the vision
- 6. Plan for and create shortterm wins
- 7. Consolidate improvements and produce more change
- 8. Institutionalize new approaches