aperto

No Obama references inside!

Enabling Change

Stakeholder alignment in large-scale UX projects

UXcamp | June 2011
@freimark

Basis

> Premium-Vorteile

12

2

3

8

Aktivitäten   **Businessdaten**   Kontakte (533)

Zur normalen Ansicht >

Stefan Freimark

Senior-Konzepter
Aperto AG PLUS

Geschäftlich   Profile im Web

Chausseestraße 5   ☏ +49-30-283921-714 🔒
10115 Berlin
Deutschland
✉ stefan.freimark@aperto.de 🔒

" Looking forward to UXcamp this weekend! ↗
http://www.uxcampeurope.org

˅ Meine Anmerkungen zu Stefan Freimark

Persönliches

Ich suche

neue Kolleginnen und Kollegen, Konzepter und UX-Spezialisten zwecks 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

Interessen   Kino, Fotografie, explizite Lyrik (Ellis, Palahniuk, Bukowski)

Optionen   Mehr ˅

👤+   ✉   🗂+

Als Kontakt hinzufügen   Nachricht schreiben   Person merken

Warum ich auf XING bin

- Neue Mitarbeiter finden
- 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%**

UX Café
Podcast

www.uxcafe.de

aperto

Things I'd like to discuss with you

aperto

Things I'd like to discuss with you

Content on the Web today is often bad.

▸ Outdated

▸ Different voices (various styles, bad style, conflicting information)

▸ Hard to find: Too much "needle in haystack", metadata not maintained

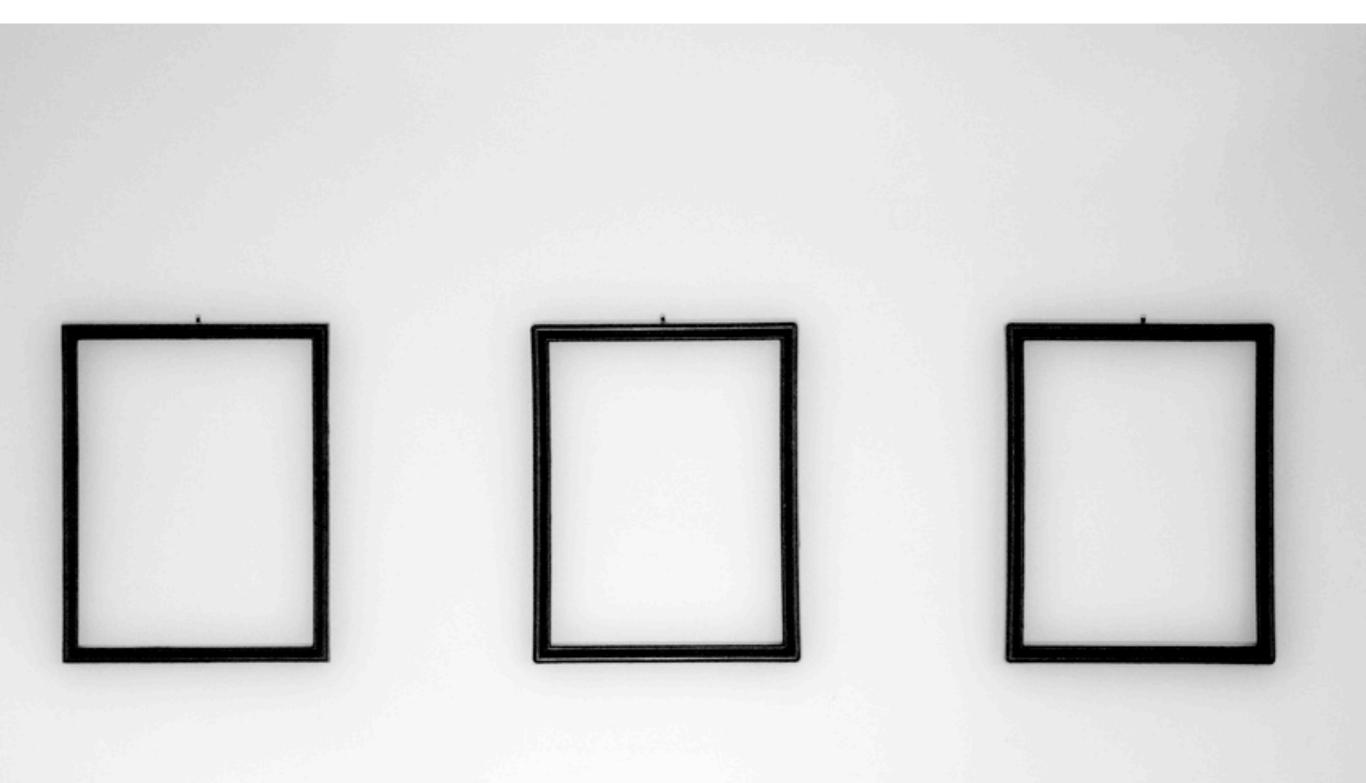▸ Inappropriate for the Web and the target audiences

▸ Irrelevant

▸ Inside-out perspective

aperto

It's all about the content.

it's not the style it's the content & i'm content with my style

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

Projects today require efforts by multiple departments.

Example: Descriptions of degree courses at a university

▸ Student Advisory Service

▸ Department of Student Affairs

▸ International Office

▸ Faculties – all of them!

▸ General Students' committee

▸ Students' "group representative"

▸ Faculty management
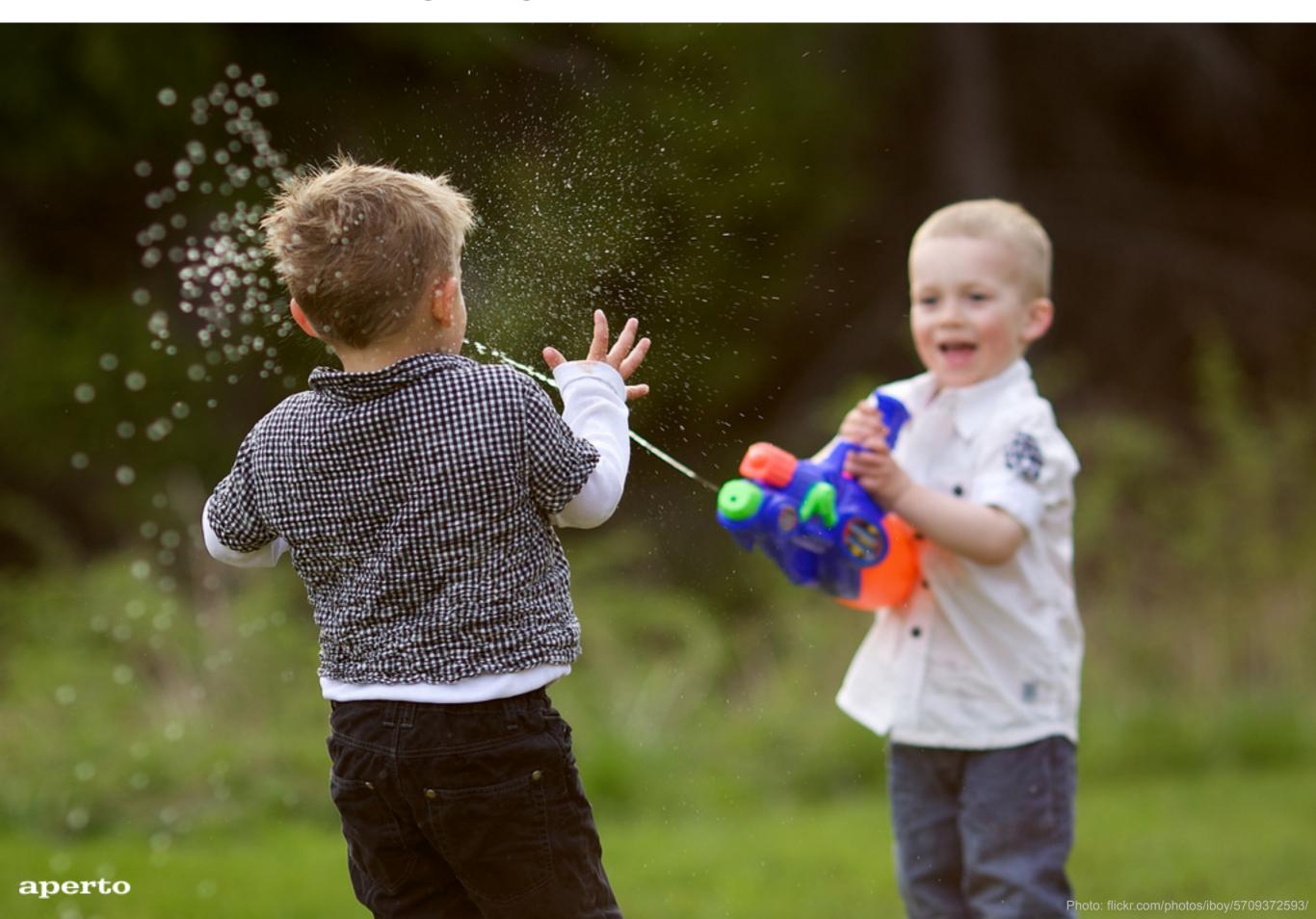
▸ Faculty board

aperto

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.

aperto

What happens if we just "do our job"?

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

"

aperto

The result?

▸ No support from within the organization – or even resistance ("Nobody asked me, but they should have")

▸ Editors don't talk to each other – or aren't even aware of each other

▸ Content starts to wither the day after the launch – if it was good content at all

▸ Proliferation of bad content

= useless website

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

aperto

Things I'd like to discuss with you

aperto

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

aperto

We have to overcome such hurdles...

If you want to drain the swamp, don't ask the frogs.

If you want to drain the swamp, don't ask the frogs.
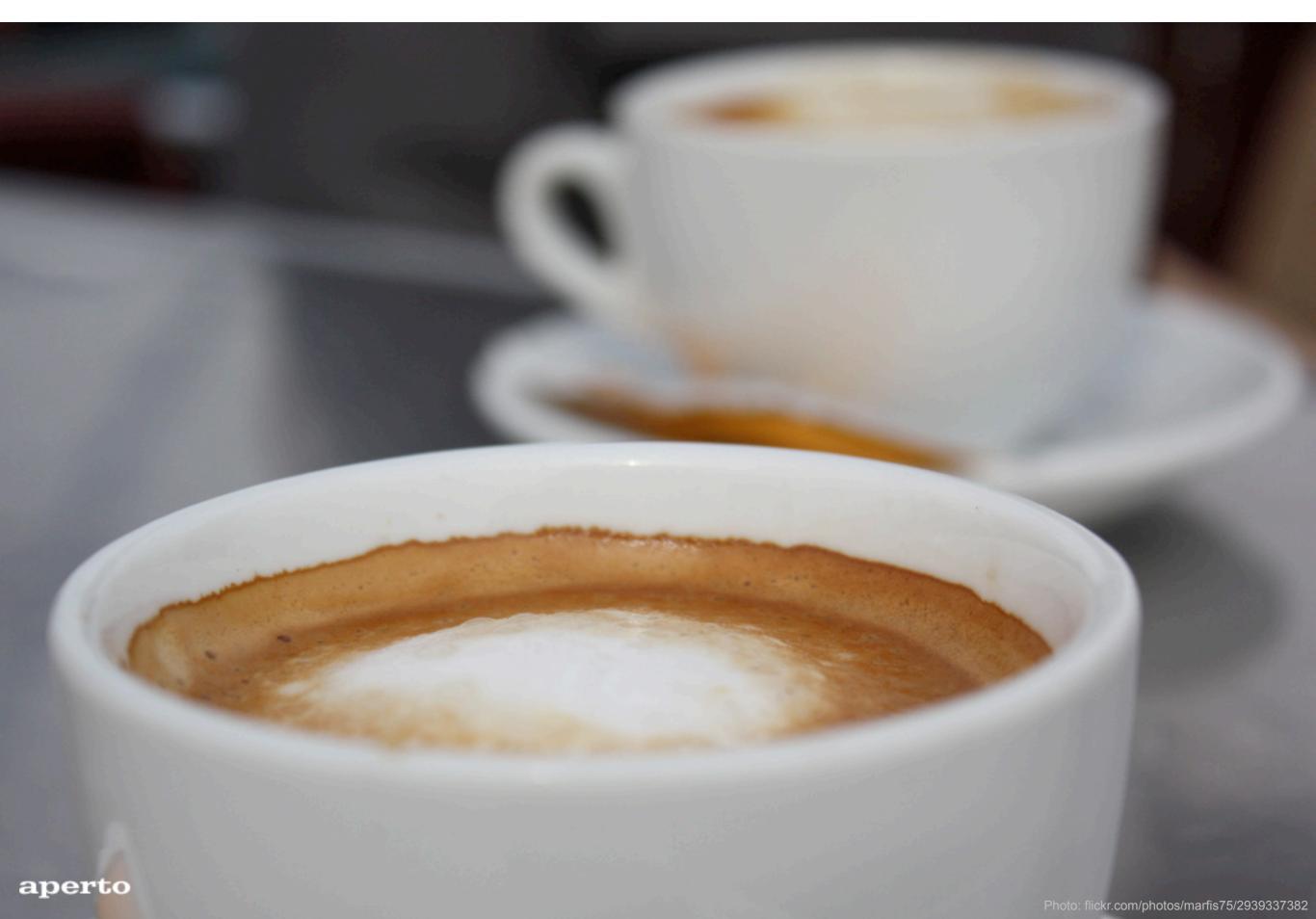
„„

wrong approach!

aperto

We have to take people seriously to earn their trust.

Be there.

aperto

Be a listener.

aperto

Be transparent.

Be neutral.

aperto

Changing people's beliefs and behaviors begins with ourselves.

aperto

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.

Invite stakeholders to participate.

- ‣ Do questionaires up-front

- ‣ Conduct stakeholder interviews to gather requirements

- ‣ Let them participate in workshops during the project

- ‣ Encourage feedback – and answer it

Start conversations between silos.

- ‣ Bring them together in workshops (mixed groups!)

- ‣ Show them the bigger picture...

- ‣ ...but also suggest small and specific steps

- ‣ Start a project within a project

- ‣ Establish new structures (eg. bi-weekly cross-dept. meeting of editors)

HELLO
y name is

AVERY®   www.avery.com   Laser/Ink Jet

aperto

Keep people in the loop.

▸ Publish a project newsletter

▸ Present results to everyone interested – on a regular basis

▸ Hold Q&A sessions

▸ Embrace new stakeholders (but keep the core team small)

aperto

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.

aperto

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?

aperto

Things I'd like to discuss with you

aperto

Things I'd like to discuss with you

For the love of money!

Reputation.

aperto

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

Don't call it change management.

- "Project-accompanied internal communication"

- "Getting buy-in"

- "Gaining support by all people involved"

- "Building a sustainable solution that lasts after we've left"

- "Employees should identify with the result"

aperto

Emphasize the Return On Investment.

‣ "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!"

Fly under the radar.

- ‣ 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
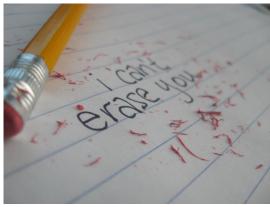💬 Discuss this article » | Share this article »

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

aperto

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

aperto

Selling change management – what are your experiences?

Don't call it change management.

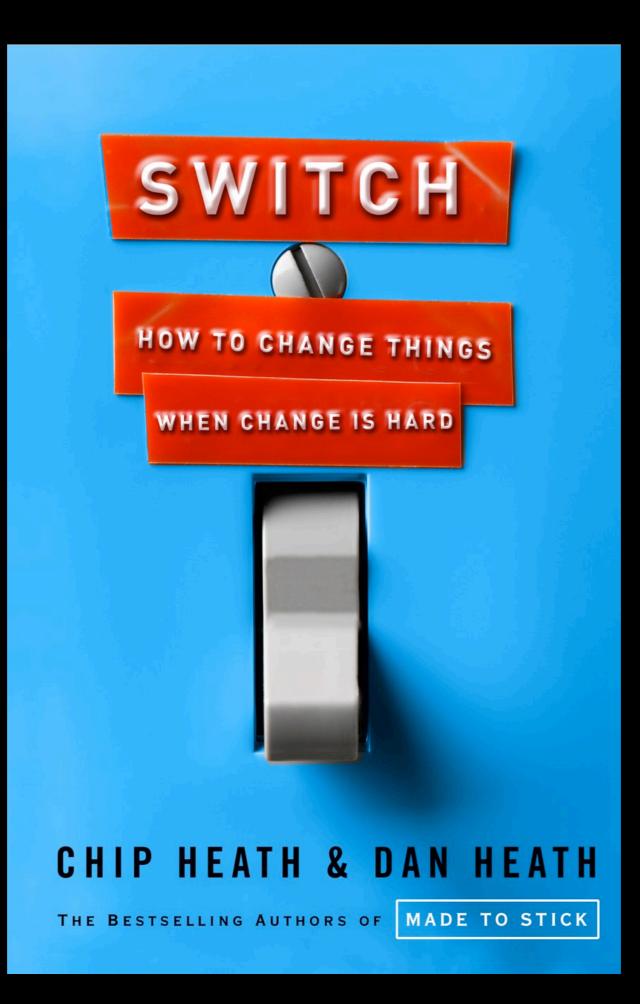
Emphasize the ROI.

Fly under the radar.

?

What's your opinion?

aperto

Things I'd like to discuss with you

JOHN P. KOTTER

Author of **Leading Change** *and*
Our Iceberg Is Melting

a sense of
urgency

SWITCH

HOW TO CHANGE THINGS

WHEN CHANGE IS HARD

CHIP HEATH & DAN HEATH

Stolzenberg
Heberle

Change Management

Veränderungsprozesse erfolgreich
gestalten – Mitarbeiter mobilisieren

- Vision
- Kommunikation
- Beteiligung
- Qualifizierung

≜ Springer

Peter Kruse

next practice

Erfolgreiches Management von Instabilität

Veränderung durch Vernetzung

GABAL

What are your reading recommendations?

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

▸ Allows for a common under-standing during the start of the project (and beyond)

▸ Helps people identify with the project

▸ Facilitates networking across department borders

▸ Allows them to implement a content strategy

= enables change

aperto

Start making a difference!

Stefan Freimark
Senior UX Consultant

Mail   stefan.freimark@aperto.de

Twitter   @freimark

Web   www.aperto.de

slideshare.net/sfreimark

aperto

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