UX WITHIN A SPRINT?

DESIGNERS PART OF A CROSS-FUNCTIONAL TEAM?

YES, DESIGN CAN BE "DONE"!

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See One  Do One  Teach One

FAMILY FEUD
NAME AN OCCUPATION WHOSE MEMBERS SHOULD SHOW COMPASSION
WE ASKED 100 SCRUM DEVELOPERS WHAT THEY THOUGHT ABOUT UX DESIGNERS – WHAT DO YOU THINK THEY SAID?

SURVEY SAYS...
**FAMILY FEUD: WHAT DO SCRUM TEAMS SAY ABOUT UX DESIGNERS?**

**SCRUM DEVELOPERS SAY...**

- They take too long
- They create unrealistic requirements
- Their design polish is nice-to-have, but not must-have
- They don’t need to be full-time members of the team
- They should just tell me what they want me to build after finalizing the design
- They do “pretty stuff,” but I do **real work**

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FAMILY FEUD: WHAT DO UX DESIGNERS SAY ABOUT SCRUM TEAMS?

UX DESIGNERS SAY...

• They demand final, signed-off designs
• My work isn’t in their Product Backlog
• I have nothing to add or say at their Daily Scrum
• They veto my ideas and ignore my Design System artifacts (e.g., they don’t follow the Style Guide)
• Their Sprints don’t give me enough time to get it right
• They said I can only show “Done” **software** in a Sprint Review
**Family Feud: What Do Scrum & UX Practitioners Say About Each Other?**

**Scrum Teams Say...**
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**Problem Summary**

“Us” vs. “Them”

Some work is first-class, other work is lower-class

“Final” artifacts

Handoffs with no artifact or design validation: feasibility, understanding, buy-in

Not on the same team / No shared goals / No influence

Not enough time / Too many unknowns

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**So Our Solutions Should...**

Bring “Us” and “Them” together into “We”

Treat all work as first-class, important work

Allow that artifacts are never “final” in a complex world

Allow work and artifacts to be validated, improved across specialties, and universally understood

Use a single, healthy team with common goals and emergent leaders

Allow for all of us to determine how much is “enough,” as we mitigate risks and unknowns

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Believe in Miracles
ABOUT ME – GARY PEDRETTI

• Professional Scrum Trainer, Scrum.org
• Founder and Owner of Sodoto Solutions (SODOTO = See One, Do One, Teach One)
• Over twenty years in the software industry as a generalizing specialist: DBA, coder, BA, architect, tester, manager
• Scrum: Development Team member, Scrum Master, PO, Team Coach, Enterprise Coach
• GaryPedretti.com
• http://www.linkedin.com/in/GaryPedretti
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My Tears in Rain Monologue...

I haven’t seen things you wouldn’t believe.

• I’ve seen things you would believe.
MY TEARS IN RAIN MONOLOGUE...

I haven’t seen attack ships on fire off the shoulder of Orion.

- I’ve seen harmonious Scrum Teams that care about design, integrating UX practices with real developers and UX designers, sharing common goals.

MY TEARS IN RAIN MONOLOGUE...

I haven’t watched C-beams glitter in the dark near the Tannhäuser Gate.

- I’ve watched teams with integrated design and build shine with a transparency that delights users, customers, and businesses.
All those moments won’t be lost in time, like tears in rain.
• These are moments you can recreate, over and over, in your real-world situations, forever more. With no tears.

All those moments won’t be lost in time, like tears in rain.
• These are moments you can recreate, over and over, in your real-world situations, forever more. With a few tears.
UX and Dev: Caged Death Match

We’re not that far off

What have we tried, where did we go wrong?

Unicorns & Rainbows

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**AGENDA**

- UX and Dev: Caged Death Match
- We're not that far off
- What have we tried, where did we go wrong?
- How can we make real progress?
- Unicorns & Rainbows

**LEARNING OUTCOMES**

1. Understand why developers need to be concerned with users and design, and how this can be a way for designers to start a compelling conversation with them

2. Apply different patterns for truly collaborative work between designers and developers, within the same Sprint, on the same team

3. Create UX design leadership and stewardship opportunities inside agile teams, to help us all build better products and have better relationships with the market
Maybe Designers Already Work in Short Iterations and Developers Already Care about Design?

**WE’RE NOT THAT FAR OFF**

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**AGENDA**

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### Scrum and UX Share a Common Foundation

<table>
<thead>
<tr>
<th>Scrum</th>
<th>UX</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Uses Empiricism to Reduce Risk, with Fewer Predictions</td>
<td>• Evidence-Based Decisions Based on Customer Data</td>
</tr>
<tr>
<td>• Value-Driven</td>
<td>• User- and Customer-Driven</td>
</tr>
<tr>
<td>• Cross-Functional Teams</td>
<td>• Cross-Functional Collaboration</td>
</tr>
<tr>
<td>• Transparency</td>
<td>• Shared Understanding</td>
</tr>
<tr>
<td>• Definition of Done</td>
<td>• Great Design</td>
</tr>
<tr>
<td>• Inspect -&gt; Adapt</td>
<td>• Experimentation, Surveys, Responding</td>
</tr>
</tbody>
</table>

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### More Similarities

“Without Development, Design is useless. Without Design, Development is unusable.

Design and Development are, by default, explorative domains, in which there has to be a perpetual state of discovery and learning.”

– Florian Popescu
BUT MAYBE THE IMPLEMENTATION IS DIFFERENT

SCRUM FRAMEWORK

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BUT MAYBE THE IMPLEMENTATION IS DIFFERENT

As Separate Phases?!?!
But maybe the implementation is different???

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**MAYBE...**

Designers already work in short iterations, with overlapping activities of different disciplines / functions?

---

**DEVELOPERS CARE ABOUT DESIGN**
Developers Care About Design

"Most people make the mistake of thinking design is what it looks like. People think it's this veneer – that the designers are handed this box and told, 'Make it look good!'

…it's not just what it looks like and feels like. Design is how it works."

You Know Who Cares About HOW THINGS WORK?
MAYBE...

Developers already care about Design? And users?
Why should Developers care about Design and UX?
What’s in it for them?

**LEARNING OUTCOMES**

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MAYBE...SCRUM / AGILE FOLKS ALREADY CARE ABOUT USERS?

USER Stories...

As a <User Type>,

I Want <Goal>,

So That <Business Value>

WHAT HAVE WE TRIED?
WHERE DID WE GO WRONG?
AGENDA

- UX and Dev: Caged Death Match
- What have we tried, where did we go wrong?
- We're not that far off
- How can we make real progress?
- Unicorns & Rainbows

DUAL TRACK AGILE

- Cycle 0: Plan and gather customer data
  - Implement high dev cost low UX cost features
- Cycle 1: Design
  - Design for cycle 2
  - Gather customer data for cycle 3
  - Test cycle 1 code
  - Design for cycle 4
  - Gather customer data for cycle 5
- Cycle 2: Code
- Cycle 3: Implement designs
  - Developer Track
  - Interaction Designer Track

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Jeff Patton has done a wonderful job of busting myths in “It’s Dual Track, Not Duel Track,” especially pointing out this gem from Desiree Sy’s original paper:

> “Although the dual tracks depicted in Figure 3 seem separate, in reality, interaction designers need to communicate every day with developers.”

Which is followed by a reference to Lynn Miller’s paper from Agile 2005...

https://www.jpattonassociates.com/dual-track-development/
STAGGERED SPRINTS, IN GENERAL

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**Staggered Sprints, in General**

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<table>
<thead>
<tr>
<th>&quot;Sprint&quot;</th>
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<th>&quot;Sprint&quot;</th>
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</thead>
<tbody>
<tr>
<td>Design</td>
<td>Design</td>
<td>Design</td>
</tr>
<tr>
<td>Build</td>
<td>Build</td>
<td>Build</td>
</tr>
</tbody>
</table>
```

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**Staggered Sprints, Generally**

"The sprint gives teams a shortcut to learning without building and launching."

---

**Design Sprints**

"The sprint gives teams a shortcut to learning without building and launching."
**DESIGN SPRINTS**

<table>
<thead>
<tr>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>Map out the problem</td>
<td>Sketch competing solutions on paper</td>
<td>Make difficult decisions</td>
<td>Build a high-fidelity prototype</td>
<td>Test it with real, live humans</td>
</tr>
<tr>
<td>Pick an important place to focus</td>
<td></td>
<td>Turn your ideas into a testable hypothesis</td>
<td></td>
<td></td>
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</tbody>
</table>

**DESIGN SPRINTS**

The most common use of Design Sprints seen in the real world:

- Intermittent
- Performed by isolated teams
- Design Sprints feed “Real” (build) Sprints = no different than Staggered Sprints

If Design is a good idea, why not design **all the time**?

Why not use “shortcuts to learning” **all the time**?

Why limit design and learning only to specially designated “Design Sprints”?
**ONLY WORKING SOFTWARE?**

- Scrum is about building working, potentially releasable product – for good reason

- What can we reasonably consider “product” or part of Scrum’s “Increment” ??

- What should I do with a government compliance form?

- What should I do with a paper prototype?

**REVIEW...PROBLEM SUMMARY**

“Us” vs. “Them”

Some work is first-class, other work is lower-class

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Not on the same team / No shared goals / No influence

Not enough time / Too many unknowns
How can we make real progress?

AGENDA

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UX and Dev: Caged Death Match

How can we make real progress?

What have we tried, where did we go wrong?

We're not that far off

Unicorns & Rainbows
**Review...Solutions Summary**

Bring “Us” and “Them” together into “We”

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---

**How Can We Make Real Progress?**

- A Problem and a Different Stance as Solution
- “Hidden” powers of Scrum
  - Cross-functional team
  - Sprint
  - Product Backlog
  - Product Backlog Refinement
  - Definition of Done
A PROBLEM...

As every frustrated designer knows, **everyone** has an opinion on design.

Anyone who is influencing or contributing to the build of a product will potentially change the design:

- the order of feature implementation
- the amount of time spent
- the actual implementation / build / coding / crafting / assembly
- the testing whose failures would change implementation

So... HOW DOES A DESIGNER INFLUENCE THE DESIGN, AND SHEPHERD A GOOD DESIGN, WHEN SO MANY PEOPLE CAN COMPROMISE IT?
**A Different Stance...as Solution**

The only things that shepherd a good design are shared understanding of:

- The context from which the design arose
- The guiding principles of the design (e.g. usability over consistency)
- The WHYs of the particular design
- The user
- The design itself

What if you thought of a Designer as a “social” role?? A collaborative role? A communication role? A stewardship role?

---

**We’ve Been Here Before – Software Architects**

Fowler’s “Who Needs an Architect?”

*Architectus Reloadus vs. Architectus Oryzus*
HOW MANY UX DESIGNERS IN THE ROOM ARE CURRENTLY SPREAD THIN, ACROSS [[ WAY TOO MANY ]] TEAMS?

A DIFFERENT STANCE...AS SOLUTION

There’s really only two fundamental ways out of a scarce skill problem:

• Acquire more of that skill from hiring new people
• Build more of that skill internally with the people you have

By the time people are concerned enough about a scarce skill to mention it in public...they’ve been asking their companies to acquire more of that skill for a long time...to no avail
**A Different Stance...as Solution**

So...

How can you build allies?

How can you *responsibly* spread the work around?

How can you take less of a “do all the things” role, and more of a mentorship role?

---

**Cross-Functional Team**

UX Designer as a steward of good design in the context of the team

UX Designer as a champion of the user and customer

UX Designer as a builder of allies and delegates for design work
**The Sprint**

- A container of risk
- A window of opportunity
- A feedback loop
- Mechanism of continuous, incremental…
  - Product Delivery
  - Design
  - Design System Artifacts (Style Guides, Reusable Branded Components)

---

**Yeah, About That Style Guide**

- While you’re building and waiting and withholding anything until you have v. 1.[perfect]…

- Stuff is being built with no guidance at all…

- What if you framed in the guide with important, over-arching principles first, and filled in the details later?

- Could you release v. 0.1, v. 0.2, v. 0.3 then?
**INCREMENTAL DELIVERY**

Incremental delivery is a huge help to absorption / training / buy-in / understanding things

Compare Some Huge Software Package™’s onboarding processes, classroom training, online help, etc. which seems *necessary* for absorption...

To, say, Twitter’s – which is non-existent in relative terms

---

**THE SPRINT REVIEW**

Remember the question about what to do with a paper prototype?

Is a paper prototype part of the Increment?

Can a paper prototype meet the Definition of Done?

Does it matter?????
THE SPRINT REVIEW

We only show “Done” work in a Sprint Review

Regardless of the artifact, work it to meet the Definition of Done*

* There may be things on the DoD that are “non-applicable” for specific scenarios

This does NOT mean the DoD is optional! It means if you can apply the item and audit it, you must. If you can’t, don’t sweat it, it’s N/A

UX WORK THAT TAKES LONGER THAN A SPRINT

Challenge yourselves – are you sure?

• Look at known resources for User Story / PBI slicing for ideas

What can you get done in a Sprint?

• What is a cohesive chunk that offers a valid inspect / adapt point?
• Which assumptions are important for you share to help validate or disprove before too long?
• Research that will take a while because of volume: what helpful learnings can you relay back now?
**UX WORK THAT TAKES LONGER THAN A SPRINT**

Frame everything that does span Sprints as open risks, and make that risk transparent

- Josh Seiden’s Risk Dashboard
- Examples: research that will take a while because of length of involvement with each individual participant, like Diary Studies

---

**PRODUCT BACKLOG: PATTERNS FOR UX WORK**

- **SEPARATE BACKLOGS**
- **ONE PRODUCT BACKLOG UX WORK AS PBI'S / USER STORIES**
- **ONE PRODUCT BACKLOG UX WORK IN PBI'S / USER STORIES**

UX / DISCOVERY | DELIVERY
---|---

PBI = Product Backlog Item
PRODUCT BACKLOG: PATTERNS FOR UX WORK

There is rarely a one-size-fits-all answer:

- UX work such as delivery of a Design System artifacts might make sense AS PBIs - clear increments of delivery that could be inspected in the Sprint Review
  - Style Guides
  - Reusable cross-system branded components

- UX work such as delivery of wireframes really only makes sense IN PBIs – build up wireframes Product Backlog Refinement or inside the Sprint

PBI = Product Backlog Item

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**Talk to Me: Product Backlog Refinement**  
(formerly known as “Product Backlog Grooming”)

How do your current Refinement sessions go?

What sort of things happen?

What are the patterns?

---

**Product Backlog Refinement**  
(formerly known as “Product Backlog Grooming”)

- Take a more expansive view of what Refinement can be
  - Think long-term
  - Whiteboard: architectures, flows, journeys, wireframes
  - Think about cross-PBI views
  - Bring in users, SMEs, research

- Steward design
- Champion the user
**HYPOTHESES AS PBI’S**

- **Outcome:** People who drink alcohol keep themselves safe by allowing Auto-Drive to take them to their destination

- **Impact:** Everyone in our society who drives or walks near roadways is safer and lives longer

- **Hypothesis:** We believe that Auto-Drive use will go up if Billy Boozer keeps himself safe when drunk with the DriverTron Drunk Lockout / inebriation test UI.

- **Most Important thing to learn first:** We can’t force the feature “on” because of regulation – so, will someone have the foresight to turn this on before going out and drinking?

- **Least amount of work to learn the next most important thing (AKA the Experiment, now an executable PBI):** Send an email to DriverTron users every Friday asking if they’d like us to turn on Drunk Lockout for them for the weekend.

---

**DEFINITION OF DONE**

Built out that Style Guide? No one uses it?

I have just the thing for you!
**Example Design / UX Items for a Definition of Done**

- Team has done an interaction review
- All features follow the Brand Guide found here...
- Tested using chartered, persona-based exploratory testing
- For PBI's tagged “risky” by the PO the team has run a short experiment to validate hypothesis and documented any newly discovered PBI’s.

---

**Learning Outcomes**

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UNICORNS & RAINBOWS

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We’re not that far off

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UX and Dev: Caged Death Match

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NORDSTROM INNOVATION LAB

8 yrs ago today, 4 of my friends built a software product in a department store. A video of it is still today’s quintessential example of #LeanStartup, #LeanUX, #DesignThinking, and #Agile in action.
youtube.com/watch?v=dS3sD9... @lightsmith @kimhamlet @tzeiler @garybernhardt (1/2)

3:47 PM · Aug 2, 2019 · Twitter Web App
30 Retweets 101 Likes

https://twitter.com/jbbrown/status/1157377345226850304

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TALK TO ME: OTHER REAL-WORLD EXAMPLES

I’m certain others in the room have used some or all of the stances / tools / techniques I’ve talked about today.

Before opening things up for questions, I invite you to share your success stories!
LEARN MORE

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See One | Do One | Teach One

LEAN UX & SENSE AND RESPOND

Jeff Gothelf and Josh Seiden
LEAN UX
Designing Great Products with Agile Teams
O’REILLY

"A crucial framework for the modern world of business." - Andy West

JEFF GOTHELF & JOSH SEIDEN
"How Successful Organizations Listen to Customers and Create New Products Continuously"

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COURSE: PROFESSIONAL SCRUM WITH UX

PROFESSIONAL SCRUM WITH USER EXPERIENCE

A Professional Scrum training course created by Ken Schwaber, Scrum.org, the Professional Scrum Trainer Community along with Jeff Gothelf and Josh Seiden (authors of the book “Lean UX”)

The Scrum.org mission is to Improve the Profession of Software Delivery.

UX DESIGN BACKGROUND? SCRUM EXPERIENCE? BECOME A PSU PST!

https://www.scrum.org/become-professional-scrum-trainer
QUESTIONS?

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