

HCD Agile

One Practitioner's Journey

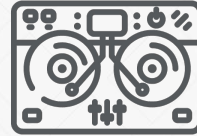
Carol Righi, PhD.

 1904labs

Welcome! And a bit of housekeeping



- Welcome! and thank you to TorCHI
- We're recording
- Web meeting conventions
 - Mute by default
 - Share your video if you can
 - Use the Chat to...
 - Raise your hand
 - Ask questions
 - Comment
 - ...but not for side discussions, please :-)



A quick poll

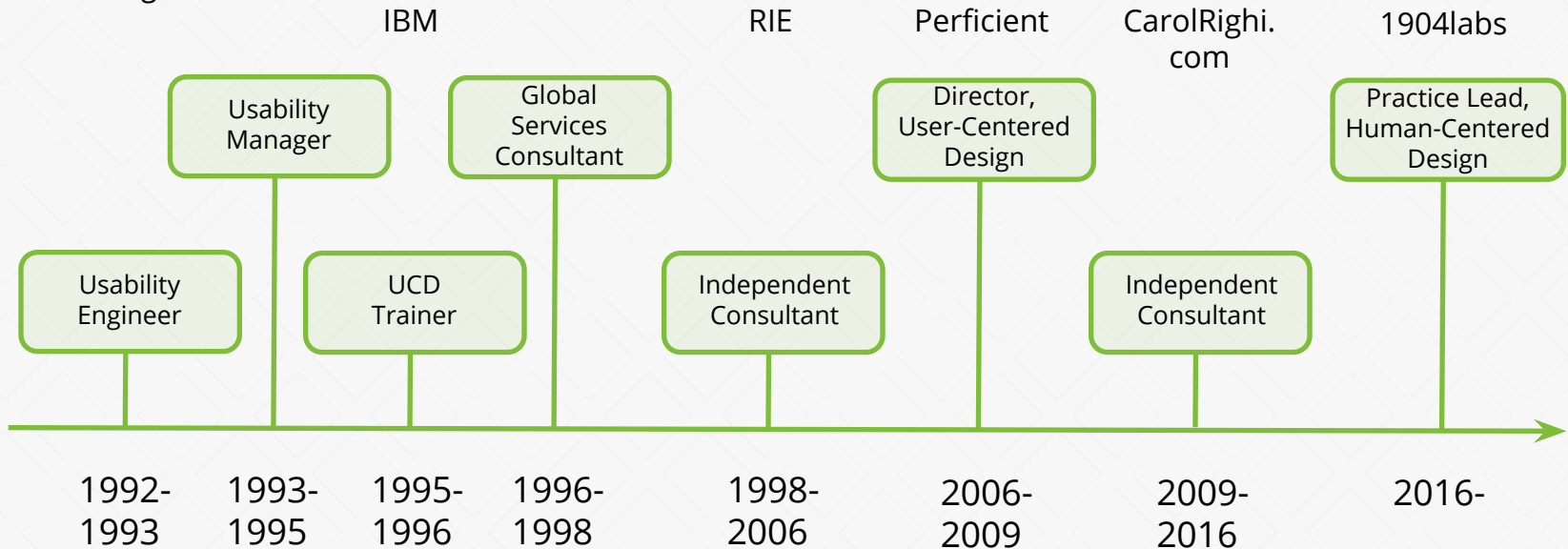


- With regard to creating superior digital products...
 - How **important** is it that HCD/UCD/UX is integrated with development?
 - In your experience, how **likely** is it that HCD/UCD/UX is integrated with development?

My Process Journey



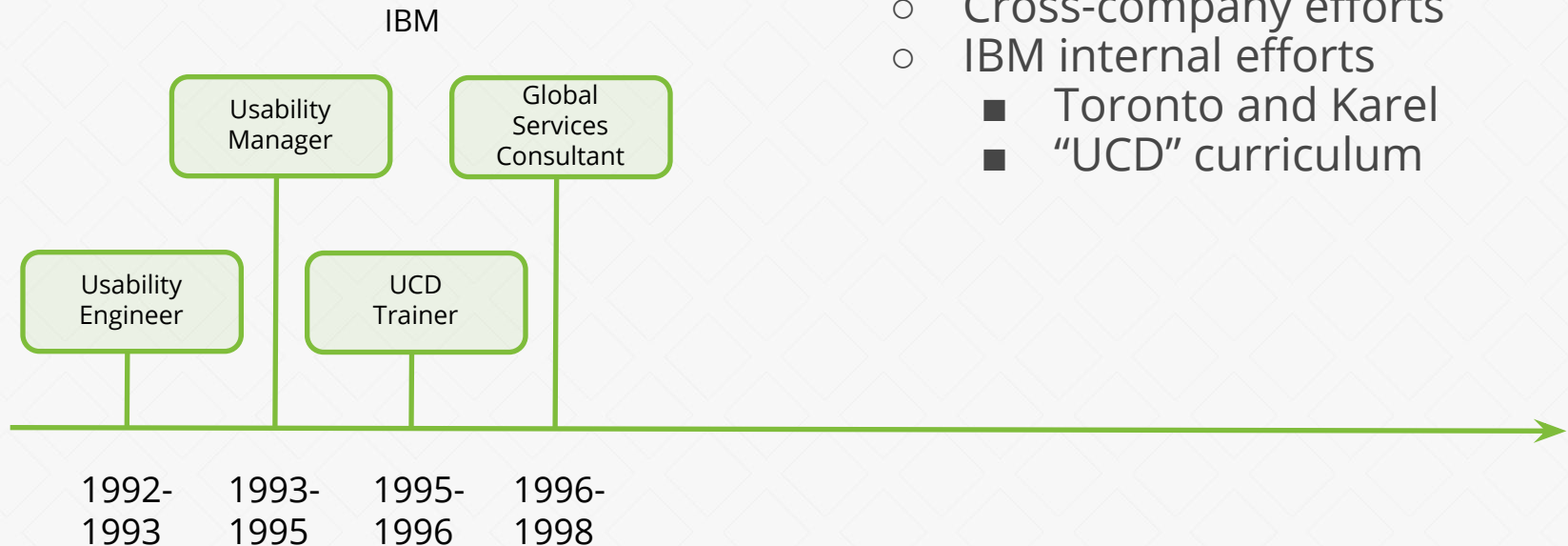
Carol Righi





1992-1998

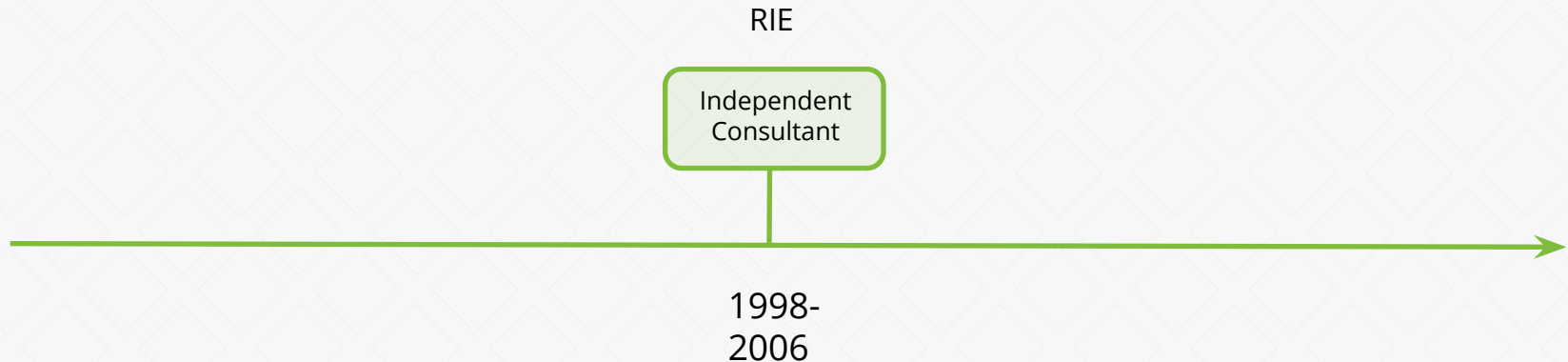
- Personal computing
- Resources to teams
- The challenge: Elevating “usability”
 - Cross-company efforts
 - IBM internal efforts
 - Toronto and Karel
 - “UCD” curriculum





1998 - 2006

- Karel, Scott, Carol
 - “User-Centered Design: An Integrated Approach”
- The dot-com boom = growth of UCD
 - Jobs galore!
 - “IA” as the new UCD
 - Wild Wild West
 - Here’s hoping!
- ...and in other news, Agile!





2006 - 2009

- The challenge remains: UCD integral to development
- Mostly stand-alone studies but developers were part of the same company
- “User-Centered Design Stories”
 - Organizational section

Perficient
Director,
User-Centered
Design

2006-
2009



2009 - 2016

- Here's (still!) hoping!
- Agile gaining steam
- AgileUX, LeanUX

CarolRighi.
com

Independent
Consultant

2009-
2016



2016 - today

- Joined a technology enablement startup
 - Agile plus...
 - Founder: XD evangelist
 - Agilist+HCDesigner = HCDAgile
 - Sales, Marketing, Talent Acquisition
 - 4 years of delivery + iterative definition

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Practice Lead,
Human-Centered
Design

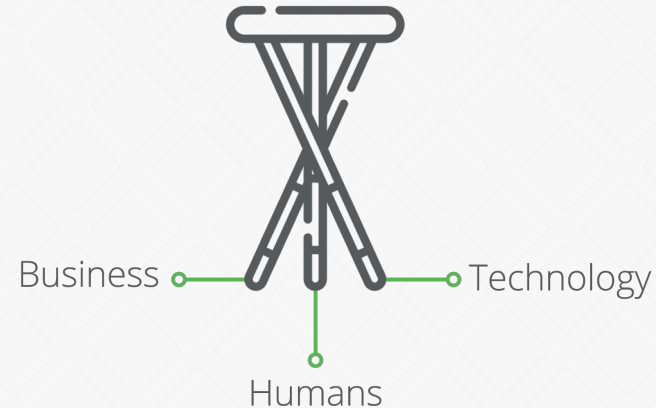
2016-

HCD Agile: Origins

Human-Centered Design Key Tenets



- Focus: Users and their Tasks
- Balances Business, Technology, and Humans
- The Total User Experience
- Measurement
- Tools, Techniques for Research and Design
- Integrated and Disciplined Process



HCD in Practice: Gaps



- HCD has many benefits, but its implementation often has shortcomings.
 - Siloed from development
 - Can be time-consuming
 - Omits user research
 - Terminology confusing

Agile Key Tenets



- Individuals and Interactions over process and tools
- Working Software over comprehensive documentation
- Customer Collaboration over contract negotiation
- Responding to Change over following a plan

Agile in practice: Gaps



- Agile has many benefits, but its implementation often has shortcomings.
 - Overemphasis on the Business or IT
 - Undervalues planning, management, and design
 - Inadequate feedback suboptimally gathered and poorly understood
 - “Working” software is ambiguous

A Third Way: HCD + Agile



- Individuals and Interactions over process and tools
- Working Software over comprehensive documentation
- Customer Collaboration over contract negotiation
- Responding to Change over following a plan

+

- Human-Centered over technology-driven
- User Validation over subjective assumptions

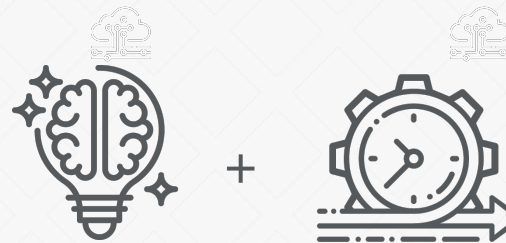
HCD Agile is a Hybrid

HCD Agile is the fusion of Human-Centered Design best practices and a structured Agile process.

In short, HCD Agile is about

Building the Right Thing the Right Way.

The “thing” can be a product, an application, a microservice, a data platform, a machine learning algorithm...anything that benefits humans.



Human-Centered
Design

Agile Delivery



HCD Agile



HCD Agile: Four phases



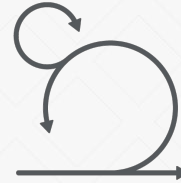
Pre-Engagement

Define the high-level objectives for a proposed product, and align expectations for how we will work together.



Discovery

Obtain initial business, user, and technology understanding to create a shared vision for the product.



Delivery

Create working software while refining business, user, technology understanding.



Transition

Shut down a project or transition the product to another team in an orderly fashion.

HCD Agile: Roles



Business Sponsor
Primary stakeholder for the product



Product Owner (PO)
*"CEO of the product,"
responsible for backlog management*



Stakeholders
*Anyone that has a vested interest
in the success of the product*



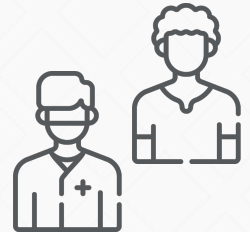
Agile Engineering Lead (AEL)
Coach and servant leader to the team, Scrum master



Human-Centered Design Lead (HCDL)
Research and design via business requirements human feedback, and technology capability



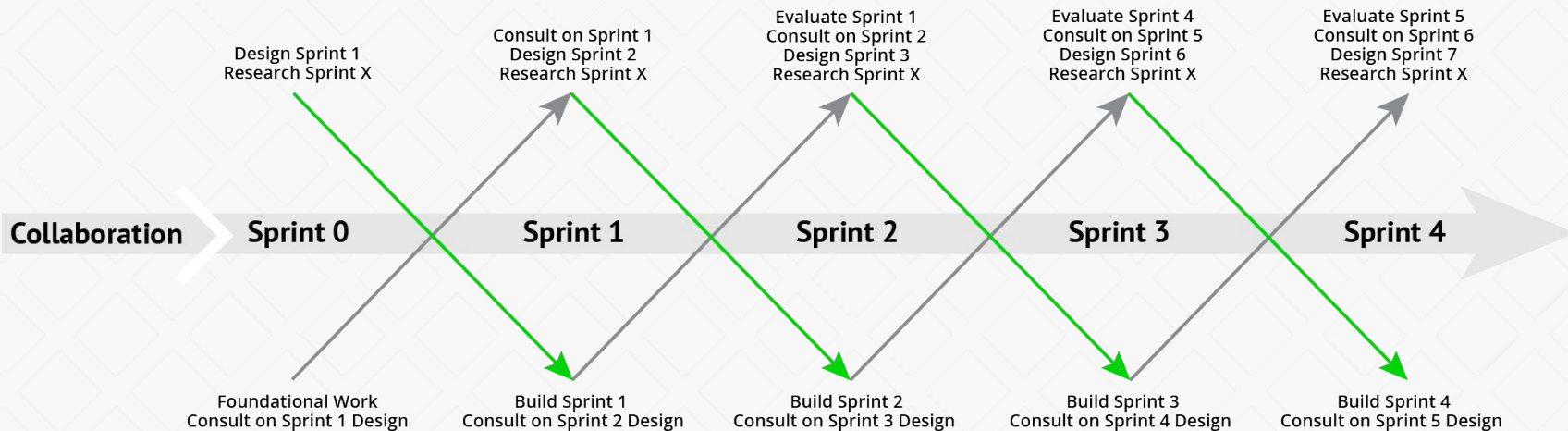
Core Team Members
Developer, DevOps, Data Engineer, Decision Science expertise, Tester



Subject Matter Experts
Domain, technology, etc., subject matter experts

Discover and design ahead of build

Human-Centered Designers and Agile Engineers work together to coordinate their efforts, so that the engineers have what they need -- that is, validated designs -- before they build them out.



Pointing stories: Development vs. HCD

- Development story points and HCD story (research, design, testing) points are not created equal.
 - However, it is important to include HCD stories in the product backlog
 - Inclusion = visibility
 - Point stories, but do not combine both types of stories in a combined velocity.
 - Track and measure development velocity separately from HCD velocity
 - Development stories can be pointed using t-shirt sizes, other common methods.
 - Follow client guidance as available.

HCD Agile for data projects

- How do you apply HCD Agile to “data projects?”
 - These include products with no obvious user interface, including, for example, data lakes, data pipelines, APIs, decision science projects, etc.
- There are some differences between typical projects with an obvious UI and end users/customers, and data projects.
 - Typically, there is a greater need for HCD activities in the Discovery phase.
 - There is a bigger focus on team alignment.
 - Journey Maps may reflect the journey of the data.
 - Visualizations are important to many personas.

HCD Agile: Success Factors

If I have to sum it up...



HCD Agile's **organizational** success factors:

Top-down leadership support
and
Iterative, multidisciplinary process definition
supported by
Informed hiring, sales, and marketing
and maintained via
Cultural integration

If I have to sum it up...



HCD Agile's **delivery** success factors:

Upfront Discovery
and
a right-sized team
of
trained Agile Engineers and HCDs
who
work together
throughout the project.

Discussion, Questions, Comments

Thank you!

- ...and some resources:

HCD Agile overview movie	https://1904labs.com/how-we-do-it/our-delivery-process/
HCD Agile for Data: Recording of recent web meeting	https://youtu.be/RmqPpO3aZ3k
HCD Agile for Data: Slack channel	hcdagilefordata.slack.com
Where to find me	crighi@1904labs.com
Upcoming events: UXPA2020	https://uxpa2020.org/sessions/human-centered-design-and-agile-toward-a-hybrid-approach/