Buy-in is the New Consensus

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Sleight-of-Hand Studios

"The best way to encourage staff buy-in is to keep them engaged in the project. Staff in your organization should be a resource, rather than a challenge, for the project. They should be involved in the process from the initial discussions..."

--Health Resources and Services Administration (HRSA)

Source: olly, Shutterstock

Why do we still design by committee?

- Project managers need to get approval from higher ups.
- The website owner feels out of his comfort zone.
- The website owner wants to share the responsibility (and the blame).
- There is a fear of being blocked by principle, creating political necessity.

Why do we need buy-in?

- Design is hard
- Design is subjective
- People have strong opinions about priorities
- People want their voices heard
- Drives objectivity

SLEIGHT-OF-HAND STUDIOS

Negotiation - discussion aimed at reaching an agreement

Consensus - general agreement

Buy-in - agreement to support a decision (the plan)

Define the project by **Audience** and **Goals** and build a **Plan** for buy-in

Audience

ON HIM:

1. Save those wrinkled T-shirts for the beach and pull on a just-retro-enough checked knit polo *$1,140*
2. block rays, while bringing out your inner Redford *$480*
3. Opt for breezy blue chinos that look sharp *$220*
4. Forget the mandals. Perforated white leather sneakers $450

ON HER:

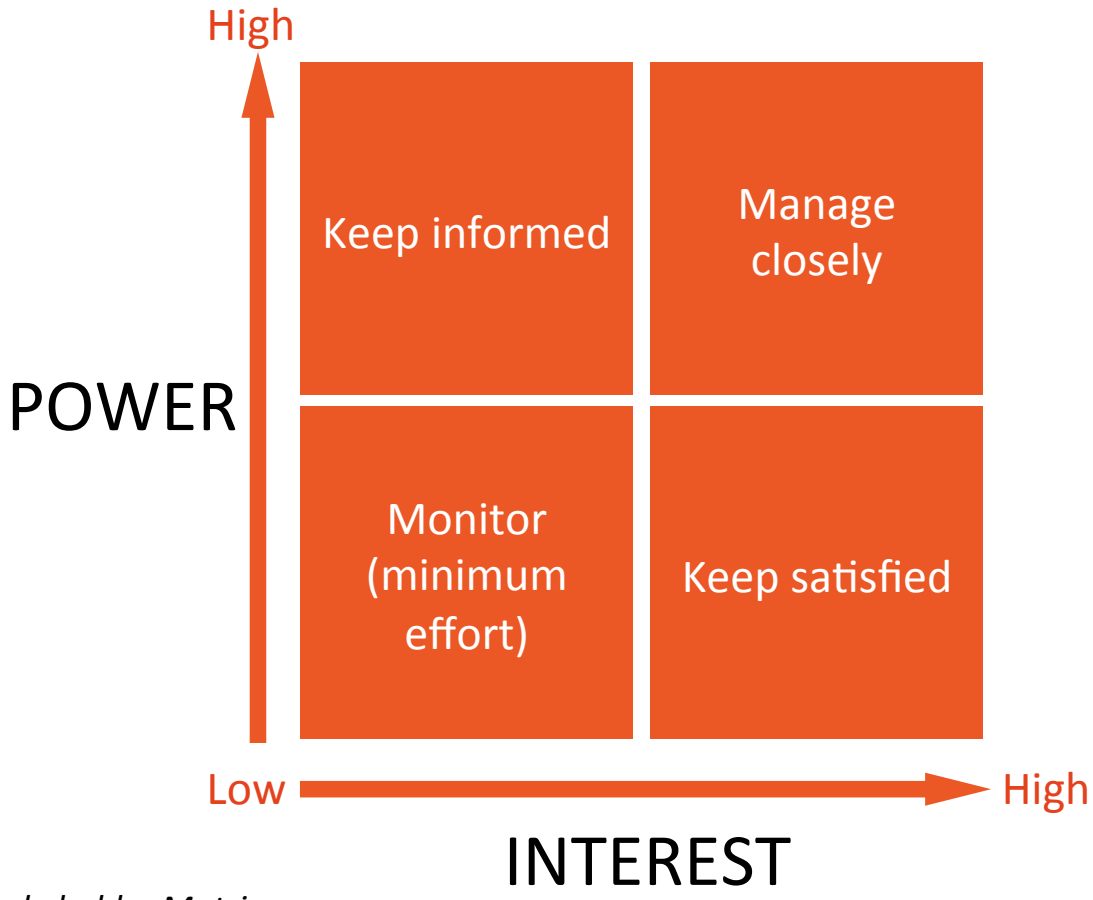
5. This matte-gold cuff, sets an appropriately summery mood *$1,125*
6. An otherwise simple cotton frock in a bright, decorative print that evokes vintage pottery patterns *$1,851*
7. A festive pair of flats, like these fringed sandals, bring gracefulness to the inevitable hostess hustle *$585*

Source: Wall Street Journal

SLEIGHT-OF-HAND STUDIOS

Goals

Understanding Stakeholders



Source: Stakeholder Matrix

Stakeholder	Stake in the Project	Interest / Power	What do we need from them?	Perceived Attitudes / Risks	Stakeholder Management Strategy	Responsibility
HR Director	Policy and process owner who determines institutional administrative policy and procedures	High/High	Experience staff to be involved in user group and user acceptance testing. Commitment to implementing change.	Lack of clarity about preferred approach. Views project team as too technically oriented	Involvement in Project Steering Board. Regular update meeting with project leader.	Project Manager
Operations Managers	Manage admin staff who will operate the new system at local level	Medium/Low	Commitment to implementing change.	Lack of interest in project.	Involvement in briefing sessions at business unit meetings.	Project Sponsor
Admin Staff	Will operate new system	High/Low	Contribute to system and process design and testing.	Concern about increased workload. Worried about what training they will receive.	Involvement in user groups.	Project Team

Source: CX Journey

SMART Goals

- **S** • Specific (clear, concise, tangible)
- **M** • Measurable (dollars, volume, time, experiences)
- **A** • Actionable (you can make it happen)
- **R** • Realistic
- **T** • Time-based (trackable over time)

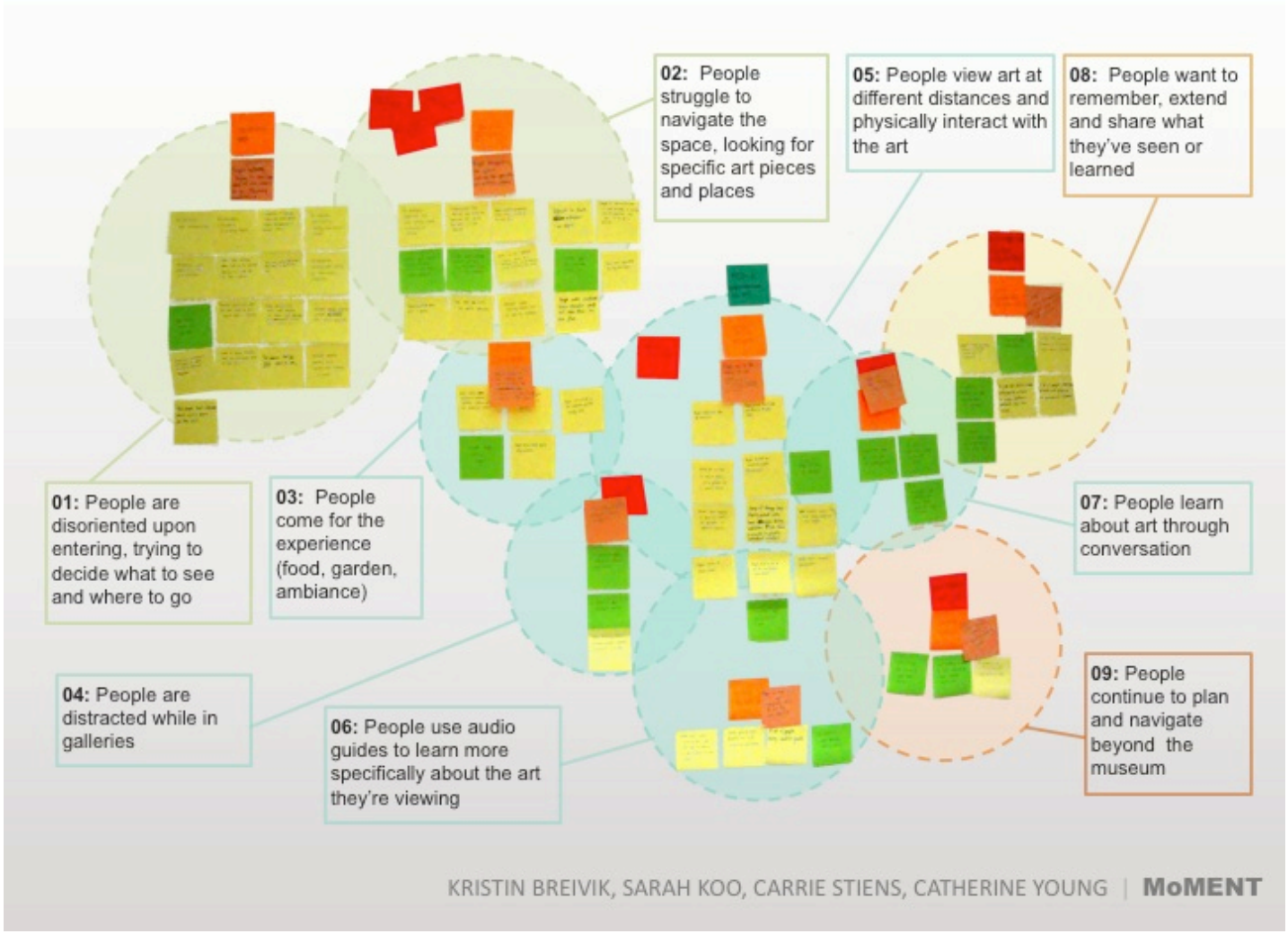
Goal Examples

- Improve website traffic from 15,000 to 25,000 visitors/month in the next 6 months
- Increase newsletter subscriptions from 35 to 50/ month
- Add 1000 new Twitter followers in 120 days
- Reduce bounce rate by mobile users of the website to under 45%

The Plan

The daydreams of cat herders

SLEIGHT-OF-HAND STUDIOS



- Sort the cards into groups
- Name the groups
- Vote on the groups

Minimum Viable Product

	Audience Group 1	Audience Group 2	Audience Group 3	Business Goal 1	Business Goal 2	Business Goal 3
Feature 1	X	X			X	
Feature 2		X		X		
Feature 3			X		X	
Feature 4	X					X
Feature 5		X	X	X		
Feature 6		X				X
etc	X				X	

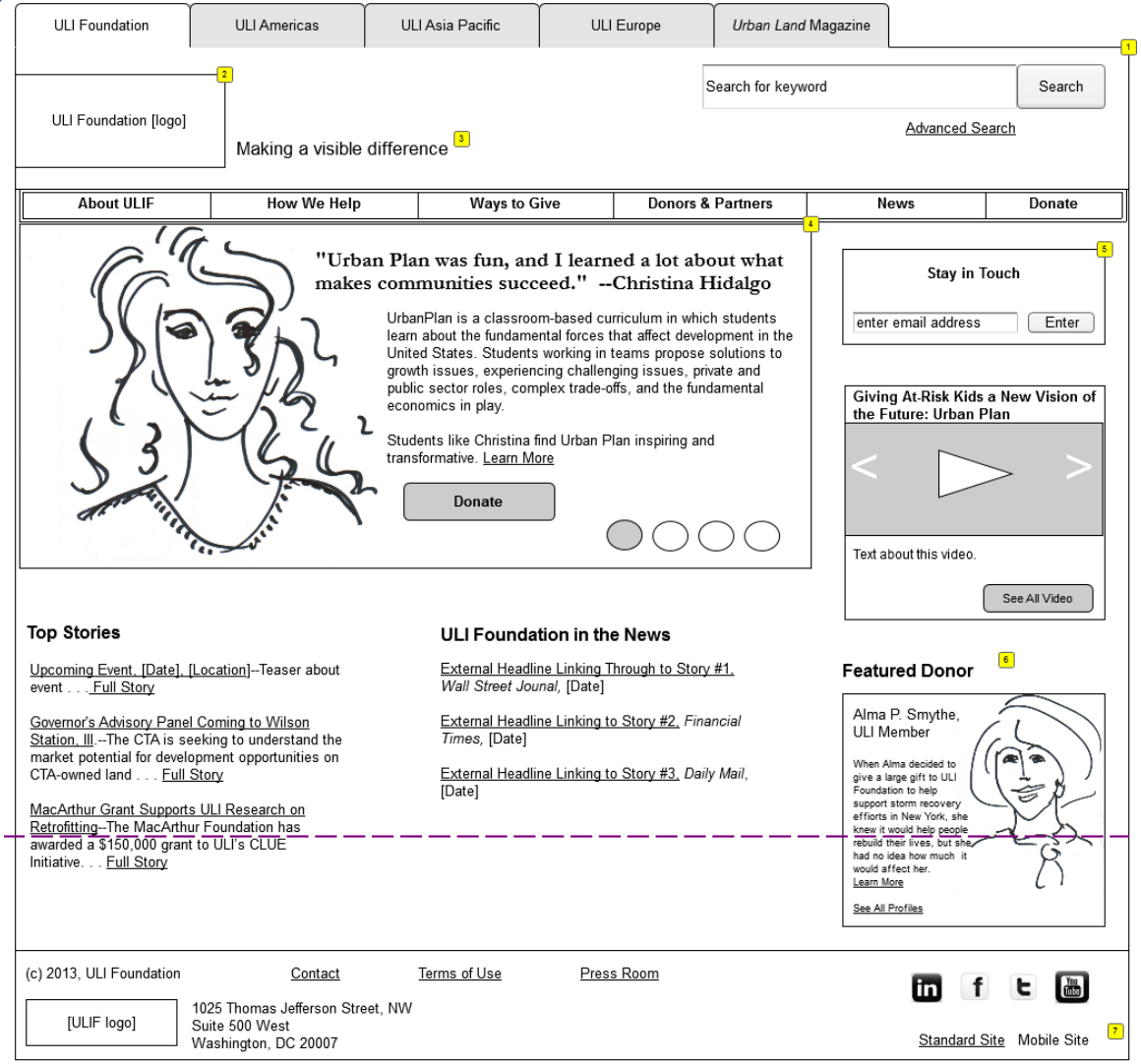
Creative Brief

- Players
- Background
- Dependencies/Constraints
- Smart Goals
- Audience
- Requirements
- Assets
- Competitors

Design

Journey Maps

Wireframes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UrbanPlan is a classroom-based curriculum in which students learn about the fundamental forces that affect development in the United States. Students working in teams propose solutions to growth issues, experiencing challenging issues, private and public sector roles, complex trade-offs, and the fundamental economics in play.
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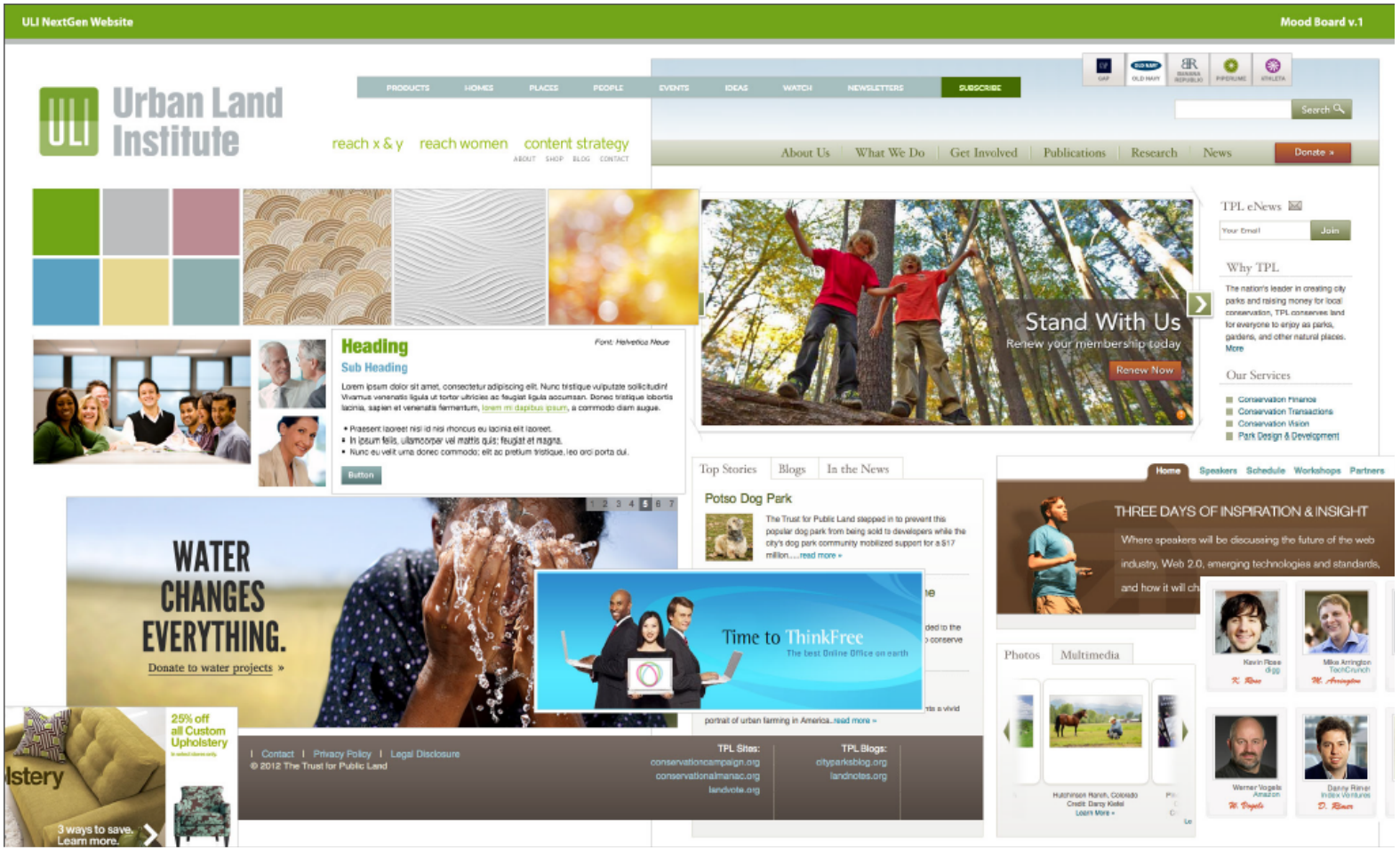
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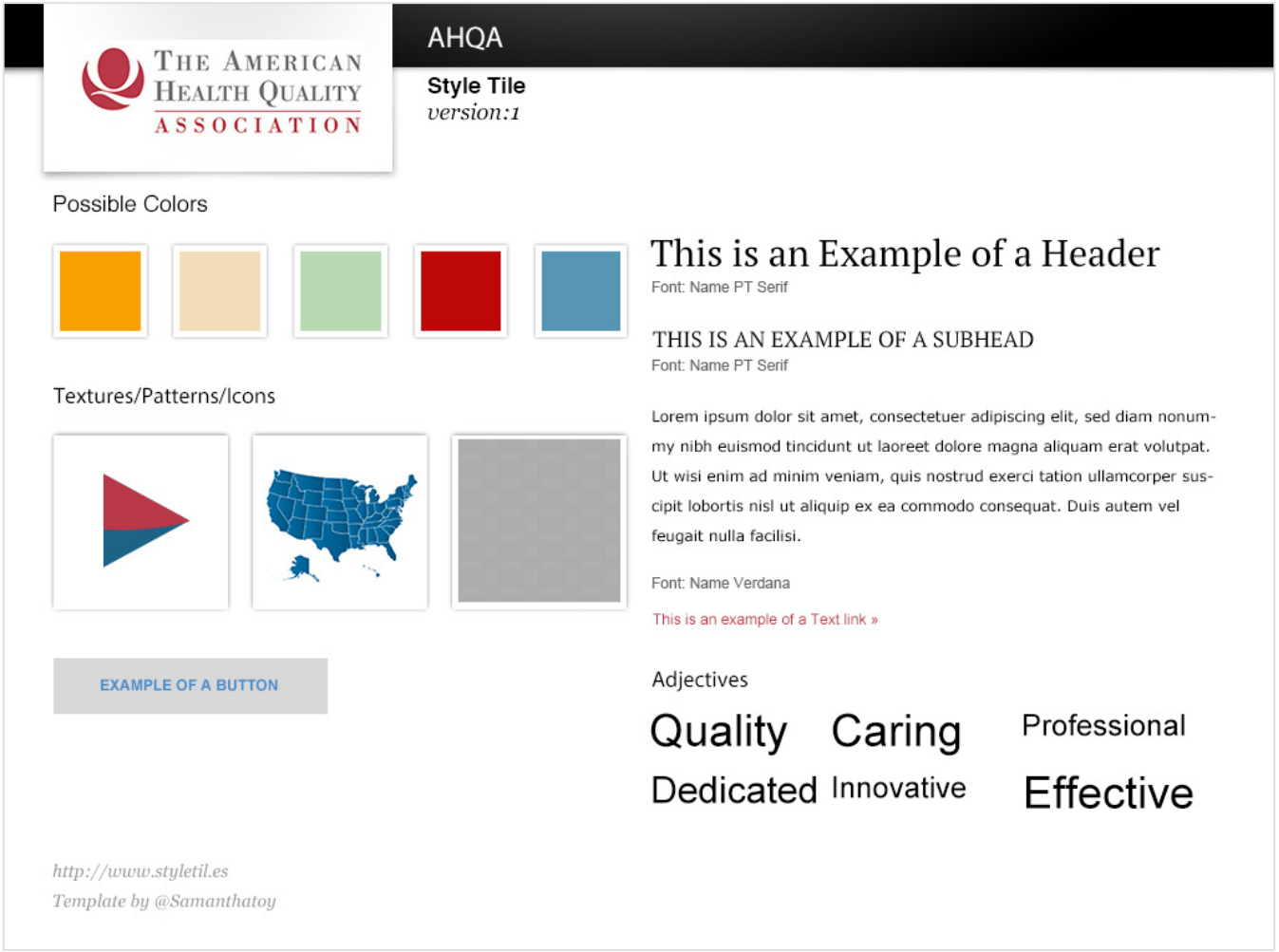
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Feedback

Does it work for the audience and goals?

- Card Sorting
- Usability before redesign/prototype/visual design
- Usability prior to launch
- Analytics
- Ongoing A/B Testing

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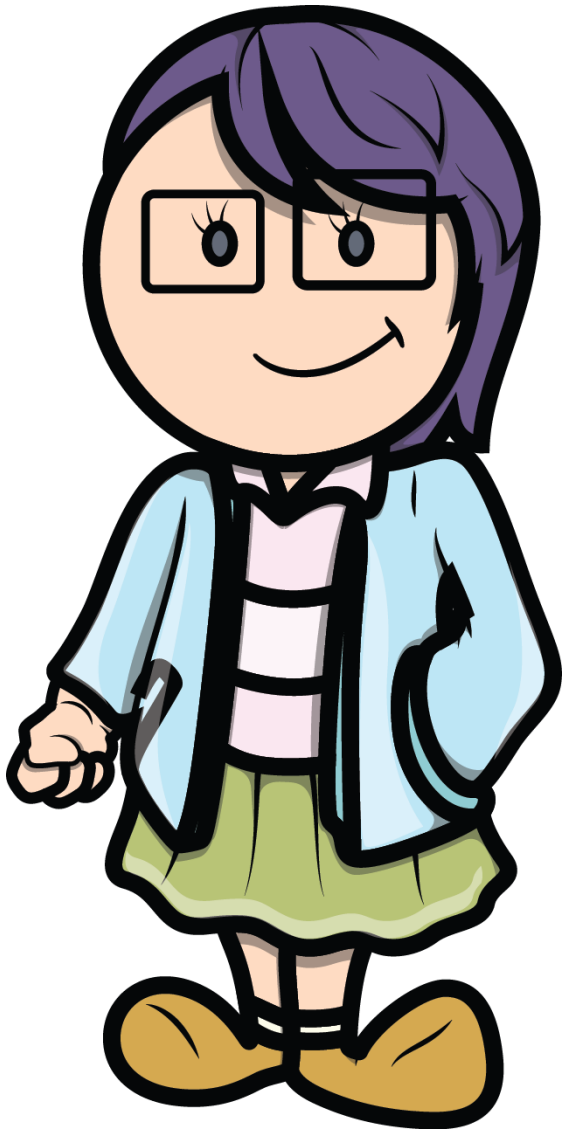
Takeaways

- Know your audience before you start
- Involvement and discussion amongst all stakeholder will identify measurable goals and issues from multiple perspectives
- Align all features with the audience and goals
- Build the plan
- Supplement with design techniques that lend objectivity



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