

Las Vegas

UX design in a virtual world

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Level: Beginner, Intermediate

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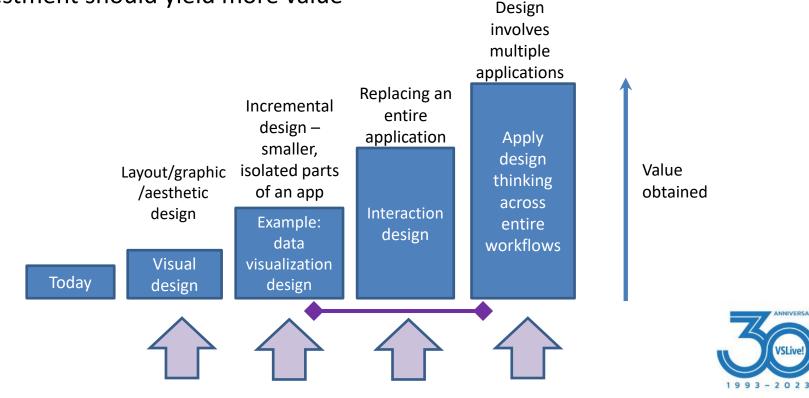


Agenda

- Brief review of types of design projects
 - Thiis session covers the most common type designing a new or replacement application
- Review of traditional, non-virtual UX design process, with discussion of how each step has to change for a totally virtual design project
- A recommended hybrid design process combining the best of both types

Different levels of design effort

Design effort should match importance of the desired results, and more investment should yield more value



Anything past visual design needs a design team

- Developers who will develop the front end
- Analysts, managers, possibly visual designers
- For larger design efforts, outside design expertise
- Important to have a moderator / team leader
 - Some design experience is helpful but not essential
 - This should typically not be an executive
 - It might be a product manager
- Typical size four to eight total members
 - Incremental design efforts might only have 2-3



Typical steps in a traditional UX design process

Understanding phase

- Business needs
- User observation in the field
- Analyzing user observations
- Creating work models
- Listing and prioritizing design tasks

Design cycles (one cycle for each design task)

- Visioning
- Storyboarding
- Wireframing / Illustration / paper mock-up
- Interaction prototyping
- Design evaluation



Understanding phase

Business needs and UX strategy

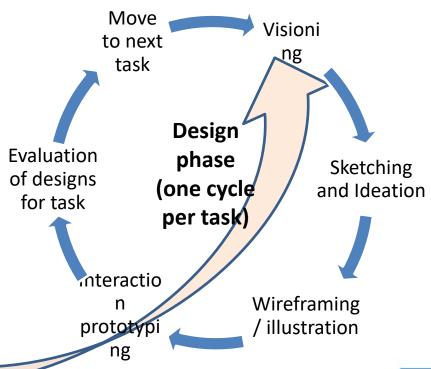
Observation of users in the field

Analysis of observations to gain insights and form work models

Listing and prioritizing design tasks based on that analysis

(Initial output is list of design tasks)

- Task 1
- Task 2
- Task 3
- Etc.





In the pre-COVID past, most of the phases involving the whole team were done in person

- Major parts of UX design are inherently collaborative
- If outside design expertise involved, UX design project typically compressed into two to four weeks, done moreor-less full time



We've moved to virtual work – and we're not going back to primarily in-person work

- We have the technologies to do work remotely
- Lower cost for everyone involved
- Flexible, adaptable scheduling

 But... some of the in-person aspects are lost if all collaboration is virtual



One consistent variation in pure virtual design projects

- Calendar time is stretched
- Design team doesn't work full-time for most of the project
- We ended up working in half-day blocks, as a standard time each week
 - Assignments would come out of these sessions, with results discussed in next session
- Stretched calendar time about 3x, but total work hours spent was about the same

Let's look at a generic UX design process from two viewpoints – virtual vs. in-person

- For each stage, I'll first discuss how it has traditionally been done, with focus on in-person work
- Then, I'll look at how this changes when the project is forced to be entirely virtual
 - Drawbacks
 - Advantages



Major sub-phase 1: Business needs

- Why is a new system required?
 - Where does the old system fall short in business needs?
 - What has changed in the business that must be accommodated in a new system?
- What are the platform and environment requirements?
 - What technologies are available?
 - What older applications must the new system work with?
- What are the priorities for this design project



The \$100 Exercise

In this exercise, you are given a hypothetical \$100, which represents the total amount of investment resources you can apply in designing and developing a new or replacement application.

Name of application:

You should divide your \$100 among the following categories:

The \$100 Exercise

Category	Amount to invest
Changing business processes and task flows	
(Making the system more productive by rearranging how users do things)	
Adding new capabilities	
Improving performance	
(Better response times for operations, faster switching from function to function)	
Helping users find the information they need faster and more easily	
(Includes searching, but also includes such possibilities as frequently used and recently used lists, favorites, data visualization to locate items quickly, etc.)	
Decision support	
(Helping users make better decisions by presenting them with the information they need)	
Reducing errors	
Improving aesthetics	
Making the system more modular, or combining modules that need a common user experience	
Clean-up (removal of obsolete functionality)	
Other category:	

Amount to invest Category Changing business processes and task flows (Making the system more productive by rearranging how users do things) Adding new capabilities Improving performance (Better response times for operations, faster switching from function to function) Helping users find the information they need faster and more easily (Includes searching, but also includes such possibilities as frequently used and recently used lists, favorites, data visualization to locate items quickly, etc.) Decision support (Helping users make better decisions by presenting them with the information they need)

Making the system more modular, or combining modules that need a common user experience

You should divide your \$100 among the following categories:

Reducing errors

Improving aesthetics

Clean-up (removal of obsolete functionality)

Analyze via spreadsheet

4	Α	В	С	D	Е	F	G	Н	1	J	K	L	М	N	0
1															
2	Business Process / Task Flow	10			10	10	10	25	2			5	5		77
3	New Capabilities	15	10	30		10		10	10		10	15	10		120
4	Improving Performance	5	20					5	15		5		15		65
5	Helping users find information they need	20	10	10	30	20	20	10	18	25	25	10	10		208
6	Decision Support	20	10	10		20	20	10	20	30	10	35	15		200
7	Reducing errors	5	20	40	30		10	5	15		15		10		150
8	Aesthetics	10	20	10		20	10	20	10	10	15	20	10		155
9	Modularity/Granularity	5	10		25	20	20	5	5	25	15	10	20		160
10	Cleanup (removal of old functionality)	10			5		10	10	5	10	5	5	5		65
11															
12		100	100	100	100	100	100	100	100	100	100	100	100	0	

For a virtual project

- No major problems adapting
- Teams-style meetings with design team plus major stakeholders to analyze business needs
- \$100 Exercise done online
- Results discussed with Teams-style meeting

 Typical time requirements – two meetings of about two hours each

Major sub-phase 2: User observation in the field

- Observing users doing actual work in the actual work environment (i.e in context) works best
- Open minded
- Not judgmental
- General, not highly detailed
- You are there to learn, not to teach



Choosing users to observe

- A representative sample
 - Not just power users!
- Coverage of the major roles
- Focus on people doing their typical work at the time of observation
- Coordinate with their manager, explain what you need, and they usually pick the individuals to observe

Tips for effective in-person user observation

- Try to watch actual work being done
 - Best if the user can offer running commentary
- Capture the environment too
- If in person, limit the number of observers
 - One or two is optimal
 - Three is maximum for most business settings



Typical schedule and logistics (for in person)

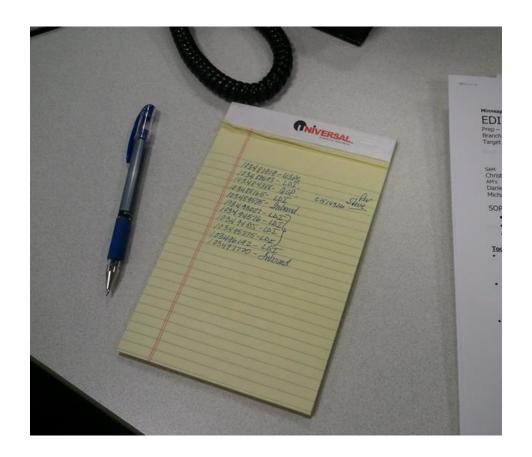
- 30 minutes or so per user
- 10-20 minutes uninterrupted, while they work and provide commentary
- Record questions during that period
- End with questions, both specific from observations, and general questions (listed later)
- Usually about four or five people per half day
- Consolidation period afterwards to organize notes and record observations

It's not just about the software they use

 Their environment can provide clues about limitations in the software or system they're using now

 This is an especially important consideration when replacing a manual process





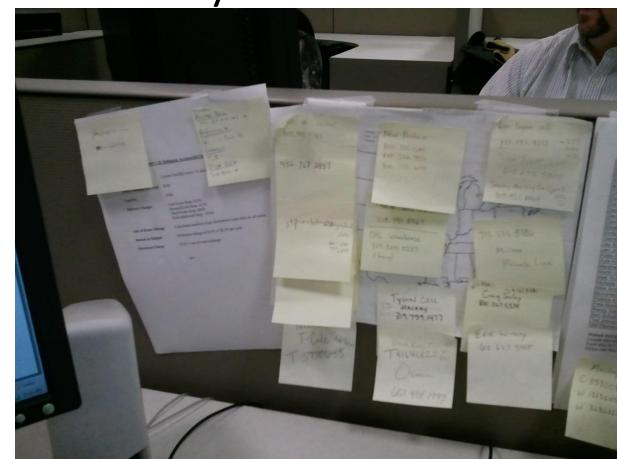






Watch for sticky notes

Perhaps the most reliable indication of deficiencies in information tracking/availability in a current system is the presence of sticky notes



Generic questions

- Which functions/tasks do you use/do most often each day?
- What annoys you about the current system? What could be done better?
- Are you able to quickly find the information you need?
- How is your job different from the other people in your department?
- Does the current system have any bugs or serious limitations that interfere with your work?
- Can you tell me more about that?



A good "last question"

If you could change one thing about the system, or add one thing, what would it be?



For a virtual project

- Observation done via Teams/Zoom/whatever technology the organization uses internally
- Now any number of the team can observe
 - We had the entire team observe all user sessions
 - One team member has leader/facilitator responsibilities (we rotated this role)
- Sessions now closer to an hour
 - One or two a day
- Most of the technologies allow recording of the session major benefit!

For a virtual project

- You can't observe the environment first-hand
- To compensate, ask questions about it:

"How many monitors do you have? What activities do you do on each?"

"Do you use sticky notes or lists of codes or other paper supplements to the application?"



Major sub-phase 3: Analyzing user observations

- The notes taken during observation sessions don't have enough structure to be very helpful during design
- This sub-phase converts those notes into a more useful form, and also provides consistent understanding for all team members



Recording your observations as simple sentences

- "The user can't easily find a record created a couple of hours earlier, but they often need to come back to it."
- "The system won't let the user proceed without filling in this field, but sometimes they don't know that information yet."
- "The user doesn't know why anyone needs data field X, and thinks it might not be needed by anyone."
- "The user gets frustrated trying to find an item by phone number."
- "The user keeps a sticky note to remind them of X."



Each design team member does this for each observation in which they participate

- Typically yields 6 to 12 observations per team member per observation session
- Not counting duplicates, this will usually yield 150-300 observations for a typical size design project
- Now it's time to discuss and structure these observations



Traditional designers's technique: Affinity diagramming





I prefer analyzing observations via spreadsheet

- Get observations in text form
- Put observations in one column of a spreadsheet
- In other columns, put "Category", "Priority" or "Impact", and something for miscellaneous notes
- As a team, go through observations, and assign category for each
 - Fill in other columns as appropriate
- Sort the observations by category
 - Note duplicate observations



Analysis meeting

- All design team members participate, plus potentially some stakeholders or sponsors
- 2-3 hours is typical
- Provides consistent understanding for the whole team
 - Everyone gets to understand what the other team members saw during observations



During analysis, the team adds categories,

priorities, and useful notes	

\angle	A	В	C	
1	Observations	Category	Priority	Notes
2	Entered through pop-up messages quickly without even reading them	Notifications		
3	Uses mouse and tab keys to navigate on entry screens	Screen navigation		Not usi

Entered through pop-up messages quickly without even reading them
Uses mouse and tab keys to navigate on entry screens
Entry of propago used by trucks not utilizing built in antion within program

15 Customer may say COD, but yet has a credit on their contract balance so it's not always an accurate picture

13 No easy/intuitive printout for customers of a date range of history on accounts

16 Manual delivery/service screen not showing account status/delivery

14 Comment made that COD only shows on general - not intuitive, must cover in training

Uses mouse and tab keys to navigate on entry screens	Screen navigation		Not
Entry of propane used by trucks not utilizing built in option within program	Daily/weekly work	High	
User has to adjust the tax to the calculator amount figured outside of the system	Sales entry		Thi
	c I .		1 .1

4	Entry of propane used by trucks not utilizing built in option within program	Daily/weekly work	High	
5	User has to adjust the tax to the calculator amount figured outside of the system	Sales entry		This
6	Does not use projected versus actual amounts, uses adding machine and then compares to journal	Sales entry		Is thi
,	Uses the DDF manifest to an investment	C-1	L	D

4	Entry of propane used by trucks not utilizing built in option within program	Daily/weekly work	High	
5	User has to adjust the tax to the calculator amount figured outside of the system	Sales entry		This wo
6	Does not use projected versus actual amounts, uses adding machine and then compares to journal	Sales entry		Is this t
7	Uses the PDF preview to review amounts	Sales entry	Low	Report

	,,,,,,			
7	Uses the PDF preview to review amounts	Sales entry	Low	Report
8	Insufficient funds warning message in Cash Receipts is confusing to users, bypassed not knowing what to do	Notifications	High	
9	No easy way for the user to know how many debit unapplies have been created	System function		
_				

9	No easy way for the user to know how many debit unapplies have been created	System function		
10	Has to scroll up and down on the detail area of cash receipts to see invoices for large customers	Cash receipts		Possible
11	Complex navigation to see # of gallons remaining on contract	Inquiry	High	
12	Dates dropdown in inquiry goes from oldest to newest - user is usually interested in most recent	Inquiry		Possibly

Inquiry

Inquiry

Ticket prep

Data visualization

Anothe

Better v

А	В	С	
tions	Category	Priority	r
through pop-up messages quickly without even reading them	Notifications		
use and tab keys to navigate on entry screens	Screen navigation		N
propane used by trucks not utilizing built in option within program	Daily/weekly work	High	
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PDF preview to review amounts	Sales entry	Low	F

This spreadsheet of categorized observations is a critical resource during design sprints

- For each design task, the team can review the relevant categories of observations
- Thus, the concerns of the user are fresh in the minds of the team as they begin active design



For a virtual project

- Affinity diagramming is right out
- Spreadsheet technique works fine for a virtual project
- We get more observations, so the meeting to sort them all out takes longer
- We had to break the meeting for observation analysis into two parts on two different days
 - Still only about four hours aggregate



Final discovery sub-phase: A punch list of design tasks

 When design begins, what is the list of design tasks the team will attack?



Account hub
Payment hub (plus navigation design between accounts and payments)

Search experience

Dashboard

Everything that goes into the owner's tax, organized and visualized (year-based)

Multiple forms of payment for one payment

Aggregation of accounts - forming list, possibly from different owners



Prepping your punch list for the design phase

- This can either be done now, or at the beginning of a design task
- For a design task, list the most important things to keep in mind when doing the design
 - Most important actions the user takes
 - Most important pieces of information the user needs
 - Major roles of users using the design



For a virtual project

- No significant problems or changes
- With stretch calendar, there is more opportunity to loop in stakeholders for evaluation of the design task list



Ideation: Finding, Refining, and Evaluating Design Ideas



Understanding phase

Business needs and UX strategy

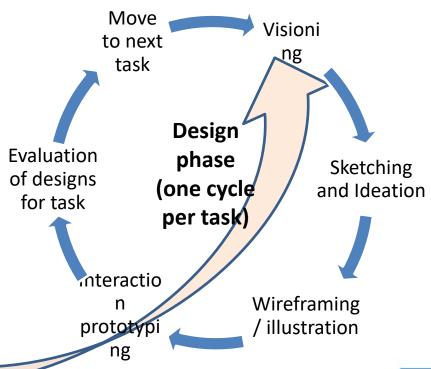
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Sketching as the core of ideation

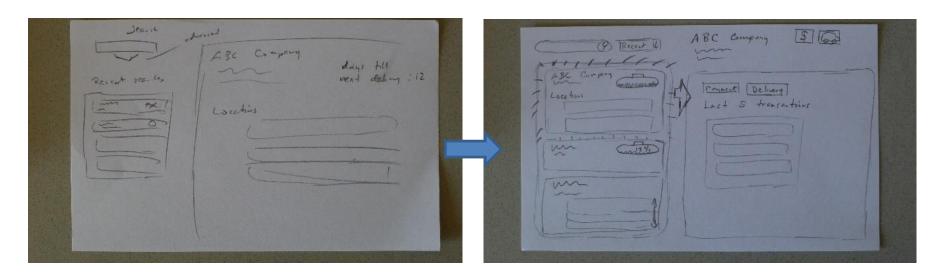
- Design processes vary greatly
- However, almost all mature design processes involve sketching
- Sketching vs. Drawing
 - You don't need to be an artist
- The sketching phase of design is commonly called storyboarding
- Sketching can be on paper, whiteboard, or just about anything – as long as it's blank

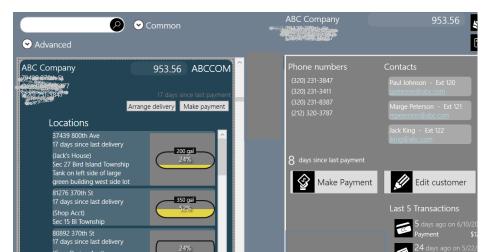


"Low fidelity, low investment"

- You can't generate lots of ideas if you invest too much time and effort into each one
- Early ideas should be explored in rough sketched form
- Ideas that look worthwhile can be refined and explored in depth









Key technique for innovation – multiple, competing ideas

- The way to get great ideas for design is to have lots of ideas
- You should find multiple design approaches for every design challenge you face
 - At least two three or four even better
 - Doing multiple designs forces you to break with the past and explore new ideas

Logistics for the storyboarding phase

- Review the design task as a team
 - Core functionality needed, important actions and data, user frustrations
- Have team sketch ideas in a half-hour sprint
 - If team is at least four, split into sub-teams for this step
 - Bring teams back together to look at each other's ideas
- After team discussion of first round ideas, do another round of sketching
 - Cross-pollination of ideas between sub-teams is common
- Don't stop until the team has at least two viable design approaches



Can developers and other non-designers really do this?

Unequivocally, yes

- I don't have time today to discuss why that is
- I'll just note that I've helped over a dozen teams of primarily developers embrace this process





What is a sub-team gets stuck? Embracing constraints

- Paradoxically, a constraint can force you into a new idea path
- Forcing yourself to develop and try alternatives



The training class for your app has just been cut from the budget. Add something to help new users.

www.billyhollis.com

Hmmm. Looks crowded. Increase whitespace at least **50**%.

Pick the thing about the design you like the most. Remove it and replace it with something even better.

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Look up a random design principle. Evaluate your design based on it. Repeat.



If just feels too rectilinear. Tilt something in the design 30 degrees.

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Billy just looked over your design and walked away shaking his head sadly and slowly. Figure out what he didn't like and change it.

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Looks kind of busy. Remove half the labels.



Flip the design top to bottom or right to left. See if that works better.

www.billvhollis.com



You've just acquired some users who are six years old. Modify your design to accommodate them.

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You've just acquired some users who are six years old. Modify your design to accommodate them.

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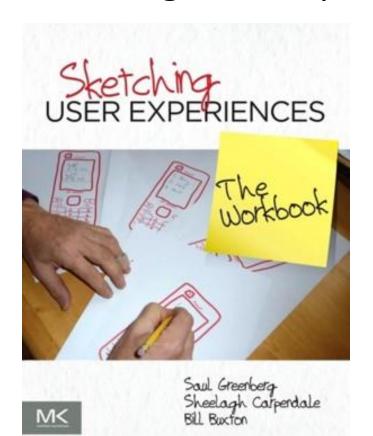
Pick the thing about the design you like the most. Remove it and replace it with something even better.

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Guiding resource for ideation and sketching: Sketching User Experiences, the Workbook



 Links to this book and other recommended design books:

billyhollis.com/DesignB ooks

Interaction more important than layout

- Storyboards should make all user interactions explicit
- Layout should be minimal just enough to get a general idea of where major elements go
- Data visualizations should be minimal too just enough to get the gist
- Detailed layout is explored later in wireframes and illustrations

Media for storyboarding - options

- Blank paper and pencil
- White boards
 - Don't let one person be the "pencil" everyone sketches
 - Don't forget to take pictures
- Blank index cards
 - Could be connected with sticky notes
- Butcher paper
- Basically, anything that's blank and unlined

For paper sketches, don't use a pen – use a pencil



Evaluating storyboard designs

- Find users or stakeholders who can provide good feedback
- Do detailed storyboard drawings to show them and get reaction
 - Can supplement with colorization using color pencils and highlighters
- Tell them designs are not promises they are candidate designs
- It's OK for them to like more than one, though sometimes one design stands out clearly for them

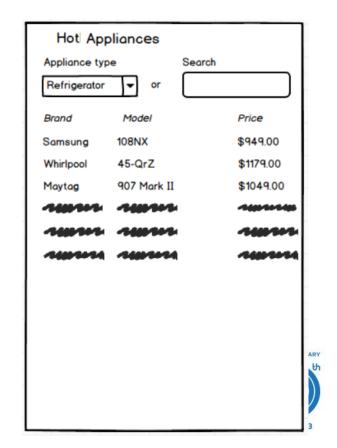


For a virtual project

- Sketching / ideation suffers most from pure virtual projects
- Most team members forced to sketch alone
 - This limits ideas produced
- Have to set up online repository of sketches, and organize it
- I found the team's sketches useful for understand how they thought about the problems, but lacking in innovation – no real breaks with the past
- For small groups, using an online whiteboarding tool was OK, but still yielded mostly conventional/traditional designs

Next step – wireframing or illustration

- Higher fidelity, more detailed layout
- Usually with a software tool
 - Powerpoint can be used for wireframing, but I prefer dedicated tools
 - Examples of wireframing tools:
 Balsamiq, wireframe.cc
 - Examples of illustration tools:
 Photoshop, CorelDraw, Illustrator



Which should you use?

Wireframing

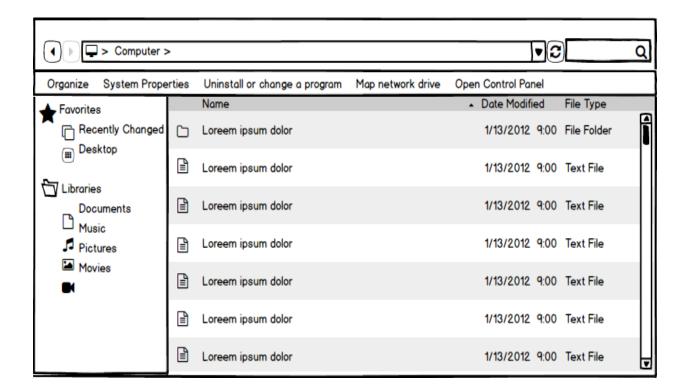
When detailed layout is important to prove out a design, but precise cosmetics are not as important

Illustration

When visual look and feel have a high priority. Some graphic work is done to let the illustration yield a very good idea of the finished production product.



Wireframe





Illustration









152 customers with open orders

152 customers with open orders

152 customers with open orders

StaffLynx Stats

Job Board

Green Lake Company 18 of 20 positions filled	2 open positions	Green Lake Company 18 of 20 positions filled	2 open positions
Green Lake Company 18 of 20 positions filled	2 open positions	Green Lake Company 18 of 20 positions filled	2 open positions
Green Lake Company 18 of 20 positions filled	2 open positions	Green Lake Company 18 of 20 positions filled	2 open positions
Green Lake Company 18 of 20 positions filled	2 open positions	Green Lake Company 18 of 20 positions filled	2 open positions

Order Expiring 6/25/2008 Dunder Mifflin - Graphics Designers Needed

PO Expiring 7/5/2008 Green Lake Company

W4 Missing Kevin F. Brown

Order Expiring 6/25/2008 Dunder Mifflin - Graphics Designers Needed

Order Expiring 6/25/2008 Dunder Mifflin - Graphics Designers Needed

Create a new order... Add a new employee. Find an order. Find an employee.

















Paper Mockup

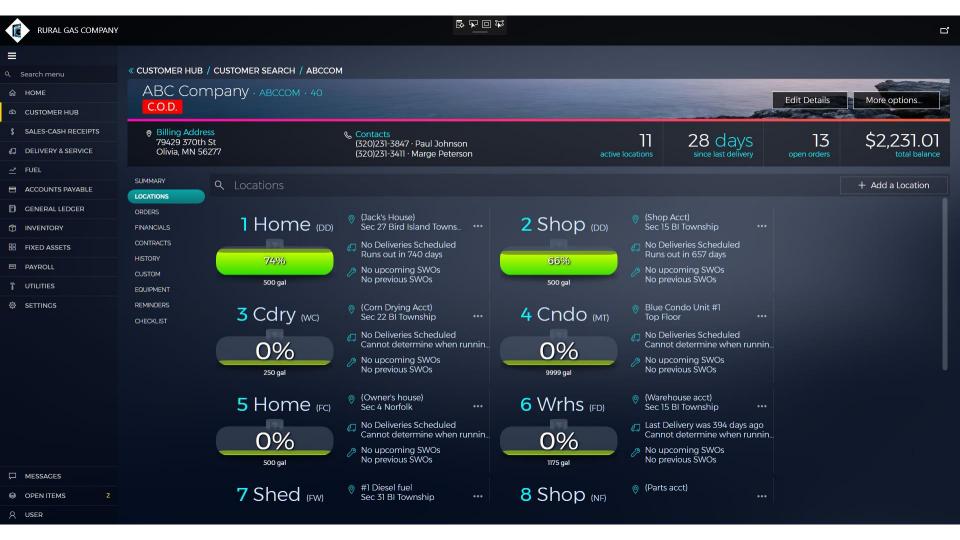
- If interaction is important or complex, it may be helpful to do paper mockups as the next stage.
- Paper mockups can use either wireframes or illustrations
- To present a paper mockup, the presenter can run through the task flow, showing the paper version of each screen, and overlaying parts of a screen when needed

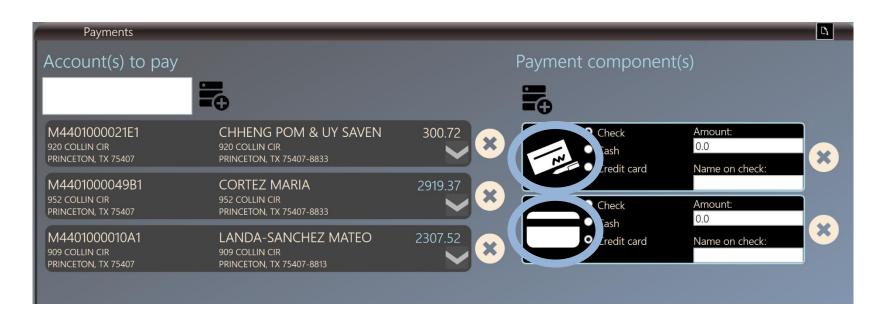
Next step - prototyping

- Hack, hack, hack. Say it with me. Hack.
- Show interaction patterns
- Do more than one implementation of each design idea if you have more than one viable idea











For a virtual project

- Wireframing, illustration, and creation of prototypes is mostly done by one or two team members, offline
- Therefore, no major considerations for a virtual project
- Because sketching/ideation produces more conventional/traditional designs, more responsibility on the team member(s) doing these phases
- Deliverables are evaluated in an online meeting of the entire team
 - Thus, potentially several iterations



Evaluation phase

- With typical wireframes, mockups, or prototypes, demonstrate to a group of users and stakeholders
 - Goal is to make a final decision on chosen design
- Give users have a fair chance to see and discuss all the final candidates
- If there is not a consensus, make final decision with ranked voting

This isn't the end...

- At this point, you should have a set of designs for production coding
- Design details will definitely need to be filled in during development
- Smaller pieces such as data visualizations are the most likely candidates for additional design work later in development

Getting the best of both

- We are easing back into in-person work
- I think a hybrid approach works best for design projects
 - Significant in-person work becomes virtual
 - Highest value in-person work remains in-person

 The phase that benefits most from in-person work is sketching/ideation

When to call on a pro designer

- If you have thousands of users
- If a design failure would seriously hurt the business
- If costs of user mistakes are catastrophic
- If you work on a software package in a competitive market

 Or if you simply aspire to a higher level of excellence in design

UX design instruction

- Classes on UX design are widely available
- A good professional can dramatically speed your team's transition to a UX design focus
- However, many classes are by people who only do design
 - This can result in a communications style mismatch with developers
 - Developers don't like too much intuitive, touchy-feely content
 - They prefer more tangible explanations, with science and research
 - Try to review online videos or other content to avoid that pitfall



Resources on interaction design and design process

- Sketching User Experiences, the Workbook (Buxton, et.al.)
- The Joy of UX David Platt
- About Face Alan Cooper
- 101 Design Methods (Kumar)
- Don't Make Me Think Steve Krug
- My white paper on the design process



Videos

- "Norman Doors"
 - https://youtu.be/yY96hTb8Wgl
- John Cleese on Creativity
 - https://youtu.be/Pb5oIIPO62g



