Bogo Vatovec
Consulting

Designing Business Interaction

Maturity of Usability in Organisation

Change Management / Knowledge Engineering / User Experience /
Interaction Design / Process Engineering

Usability – Von der Produktoptimierung zur Prozessgestaltung im Unternehmen

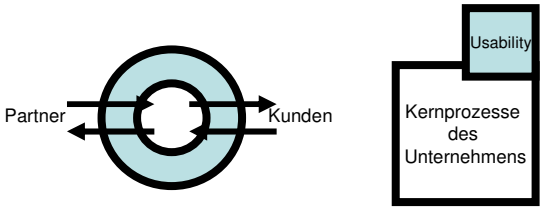
Usability Engineering

Konzepte des Usability Engineering führen uns von einfachen Nutzertests und Evaluationen zur entwicklungsbegleitenden Optimierung & iterativen Entwicklungsmethodologien:

» Contextual Design (Holtzblatt)
» Interaction Design (Cooper)
» Usablitiy Engineering Lifecycle (Mayhew)
» Unified Process (Jabobson / IBM) & IconProcess
» eXtreme Programming (Beck)

Business Process Engineering

Im Kontext des Business Process Engineering betrachtet sind Stellenwert und Reichweite dieser nutzerzentrierten Gestaltungsansätze und ihrer Methoden oft unklar. Meist werden sie als Unterstützungsprozesse an externe Experten oder interne „User Experience Groups“ vergeben.

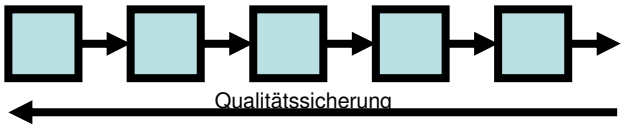


Das Problem: Die Entwicklung interaktiver oder wissensbasierter Produkte ist eine Form der Wissensarbeit. Das erforderliche Wissen entsteht erst im Prozess der Arbeit und über die gesamte Wertschöpfungs-Kette verteilt. Zwischenprodukte „über den Zaun zu werfen“ führt zu Missverständnissen und Reibungsverlusten. Bei interaktiven Produkten bedeutet deren User Experience den Wert des Produktes selbst.

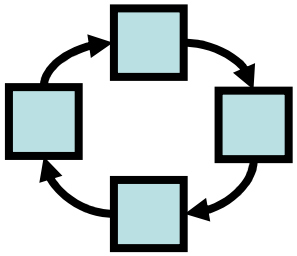
Organisationsmodelle

Idealtypisch lassen sich die Modelle des Fließbands, des Kreises und des Netzwerks unterscheiden.

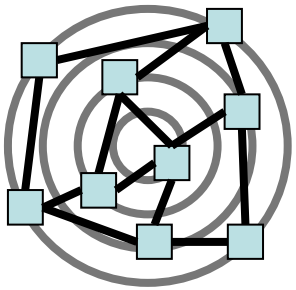
Das Fließband



Der Kreis



Das Netzwerk und die virtuelle Organisationen



Das heißt:

» Methoden und Prozesse des Usability Engineering müssen über die gesamte Wertkette integriert werden – alle Beteiligte leisten ihren Beitrag.

» Ein Generalunternehmer koordiniert die Aktivitäten und überprüft die Qualität der Ergebnisse.

Vorteile

» Kontinuierliche Verbesserung bestehender Produkte aus der Interaktion mit Kunden / Nutzern

» Kontinuierliche Generierung neuer Produktideen und Gestaltungsmöglichkeiten

» Übergreifende Ausrichtung und spürbare Einbindung aller Beteiligten auf die Schaffung von Mehrwert für die Nutzer

Institutionalisierung

Bei der Institutionalisierung hat es sich als erfolgreich erwiesen, bereits vorhandene Ansätze aufzugreifen und sukzessive zu einem organisierten Veränderungsprozess weiter zu entwickeln. So werden auf unterschiedlichen Ebenen Verständnis, Rückhalt und Unterstützung zu etabliert:

» Benennung eines Usability Champion
» Fokussierung auf Strategie und Taktik zugleich
» Durchführung einer Stakeholderanalyse
» Kontinuierliche Kommunikation mit Stakeholdern
» Definition von Maßnahmen und ihrer Messung
» Auswahl erster Projekte oder Bereiche
» Implementierung und Unterstützung (Coaching)
» Sicherung der Nachhaltigkeit

Maturity in software development

Measurement Category	Stage 1 Uncertainty	Stage 2 Awakening	Stage 3 Enlightenment	Stage 4 Wisdom	Stage 5 Certainty
Software Development	Chaotic—unpredictable cost, schedule, and quality performance.	Intuitive—cost and quality highly variable, reasonable control of schedules, informal and ad hoc process methods and procedures.	Qualitative—reliable costs and schedules, improving but unpredictable quality performance.	Quantitative—reasonable statistical control over product quality.	Quantitative basis for continued capital investment in process automation and improvement.

Maturity in quality management

Measurement Category	Stage 1 Uncertainty	Stage 2 Awakening	Stage 3 Enlightenment	Stage 4 Wisdom	Stage 5 Certainty
Management understanding and attitude	No comprehension of quality as a management tool; tend to blame quality department for "quality problems."	Recognizing that quality management may be of value but not willing to provide money or time to make it all happen.	While going through quality improvement program learn more about quality management; becoming supportive and helpful.	Participating; understand absolutes of quality management; recognize their personal role in continuing emphasis.	Consider quality management an essential part of company system.
Organization status	Quality is hidden in manufacturing or engineering departments; inspection probably not part of organization; emphasis on appraisal and sorting.	A stronger quality leader is appointed but main emphasis is still on appraisal and moving the product; still part of manufacturing or other.	Quality department reports to top management, all appraisal is incorporated and manager has role in management of company.	Quality manager is an officer of company; effective status reporting and preventive action; involved with consumer affairs and special assignments.	Quality manager is on board of directors; prevention is main concern; quality is a thought leader.
Problem handling	Problems are fought as they occur; no resolution; inadequate definition; lots of yelling and accusations.	Teams are set up to attack major problems; long-range solutions are not solicited.	Corrective action communication established; problems openly dealt with and resolved in an orderly way.	Problems are identified early in their development; all functions are open to suggestion and improvement.	Except in the most unusual cases, problems are prevented.
Improvement actions	No organized activities; no understanding of such activities.	Trying obvious "motivational" short-range efforts.	Implementation of quality program with thorough understanding of each step.	Continuing quality program and starting Make Certain.	Quality improvement is a normal and continued activity.
Company position	"We don't know why we have problems with quality."	"Is it absolutely necessary to always have problems with quality?"	"Through management commitment and quality improvement we are identifying and resolving our problems."	"Defect prevention is a routine part of our operation."	"We know why we do not have problems with quality."

Usability management understanding and awareness

Measurement Category	Stage 1 Uncertainty	Stage 2 Awakening	Stage 3 Enlightenment	Stage 4 Wisdom	Stage 5 Certainty
Awareness	No comprehension of usability as a management tool; tend to blame users for usability problems.	Recognizes that usability management may be of value but unwilling to invest money, time or people to make it all happen.	Learning while going through usability process; becoming supportive and helpful.	Participating; understands usability principles; recognizes management role in continuing emphasis.	Consider usability management an essential part of product and company system.
Activities	No focus on usability; schedule, function and cost are only focus.	Usability process is documented; limited activity to make a commitment visible.	Development process ensures usability focus; educating staff and developers; escalations occur.	Long-term usability goals in place; management education mandatory; recognition of usability activities takes place.	Usability activity is across all product lines, has active management involvement and support.
Improvement actions	No organized activities; no understanding of what could be done.	Little action to back up importance of usability in development process.	Usability process implemented; understands what results can be expected.	Expanded process determines usability goals; results reviewed for process improvement.	Usability improvement is a normal, continuing, vital activity.

Usability organization status

Measurement Category	Stage 1 Uncertainty	Stage 2 Awakening	Stage 3 Enlightenment	Stage 4 Wisdom	Stage 5 Certainty
Character, vitality and impact	Usability organization is scattered in development departments; usability not part of development culture.	First and/or second line usability exists, emphasis on test then ship; reports low in organization; no awareness of how done by others.	Usability functional management exists and has direct impact on product design; highly skilled team in place.	Usability function effective, involved, and prominent in all stages of product development.	Usability has ownership of user interface design.
Resources	Little or no investment in qualified people, prototype and simulation tools and/or usability lab facilities.	Lab facility exists with limited availability of tools, some qualified people on board.	Investment made in qualified people using tools and lab begins to impact usability of products.	Qualified staff understands and fully exploits tools and results positively impact usability of products.	Usability staff, tools, lab are used routinely and an essential part of product development.

Usability Principles applied in development

Measurement Category	Stage 1 Uncertainty	Stage 2 Awakening	Stage 3 Enlightenment	Stage 4 Wisdom	Stage 5 Certainty
Early and continual user focus	Little or no focus on user activities; testing, when it occurs, is late with minimal impact.	Need for usability planning recognized; inconsistent focus and user involvement.	Active involvement by users; organization analyzes and applies data to product design.	Organization understands user needs and ensures inclusion into product design, users involved from beginning.	Considers user participation as fundamental to design; direct contact is culture norm.
Integrated design	Various aspects of interface design viewed separately.	Need for involvement for usability team is recognized, but is uncoordinated and viewed as an irritant.	Plans for integrated design are routinely developed and executed on a product basis.	Integrated usability focus results in proper level of system(s) usability.	All aspects of design evolve equally and in parallel.
Early and continual user tests	Need for early user tests is recognized but is seen as beyond reach.	Limited user testing lacks continuity, discipline and objective measures.	Selective early and continuous testing being done; some realization of the benefits.	Employs prototype and simulations for early user test; user feedback is employed.	Users provide scenarios early in design stages; user reaction to prototypes gathered.
Iterative design	Late identification of user problems with no recovery time is typical.	Limited usability focus in design; schedule still dominant.	Usability focus is a consideration in design; occasionally changes made based on user testing.	Goals and criteria established early in cycle; prototypes used and data gathered.	Product modification from ongoing user input is fundamental to product design; testing repeated as needed.

Unternehmensinformation

Über uns

Als inhabergeführtes Unternehmen arbeiten wir an der Optimierung und Gestaltung geschäftlicher Interaktion:

» Interaktion zwischen Unternehmen und Abteilungen
» Interaktion zwischen Menschen
» Interaktion zwischen Menschen und digitalen Medien, Systemen und Werkzeugen

Dieser holistische Ansatz ermöglicht, uns Geschäftsprobleme erfolgreich zu analysieren und die erfolgreiche Lösungen zu entwickeln.

Dienstleistungen

Wir bieten folgende Dienstleistungen an:

» User Experience – die Steigerung der Nutzererfahrung interaktiver Produkte und Dienste
» Change Management – die strukturierte Gestaltung organisationaler Veränderungsprozesse
» Knowledge Engineering – die Generierung und Handhabung von Wissen in Unternehmen
» Interaction Design – die umfassende Gestaltung der Mensch-Computer Interaktion
» Process Engineering – die prozessorientierte Unternehmensentwicklun

Kunden

Zu unseren Kunden gehören Firmen wie:

» SAP AG, Deutschland
» Holger Manske & Partner GmbH, Deutschland
» Vodafone, Deutschland und England
» NeoMotion GmbH, Deutschland
» msg systems AG, Deutschland
» Wunderman GmbH / Young & Rubicam
» In Other Words, Israel
» Bentley College, USA
» IconMedialab, Deutschland
» LaFarge Roofing, Europa
» Rolex, Switzerland
» Baan, Niederland
» Hewlett-Packard, Deutschland

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Die Gründer

Bogo Vatovec hat mehrjährige Erfahrungen in User Experience, Change Management und Process-Engineering. Er hat vielen Firmen geholfen, User-Centered Design in ihren Entwicklungsprozess zu integrieren, um dadurch die Benutzerfreundlichkeit ihrer Produkte zu steigern.
Bogo hält regelmäßig Vorträge und Workshops auf Kongressen, Konferenzen und Veranstaltungen in Europa und der USA.

Dr. Henning Breuer ist promovierter Medien- und Organisationspsychologe. Frei und als Angestellter hat er Jahre lang Unternehmen bei der Einführung und Gestaltung neuer, interaktiver Technologien beraten. Schwerpunkte weiterer Forschungs- und Entwicklungsprojekte an der Universidad de Chile und der Fachhochschule in Potsdam sind die Konzeption, Gestaltung und Evaluation der Mensch-Computer Interaktion, interaktiver Lernumgebungen und komplexer Interaktionsarchitekturen.

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Thanks!

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