

# UX in an Agile World

How to harmonize the discovery and delivery of digital products



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UX & Product Designer  
for 10+ years

**This is an update. *Again.***

# UX in an Agile World

The 2019 Update



Oliver Pitsch | Head of UX & QA

**In progress  
since 2015.**

# UX in an agile world

History Lesson

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Agile to the rescue

Pitfalls with UX Design

The magic formula

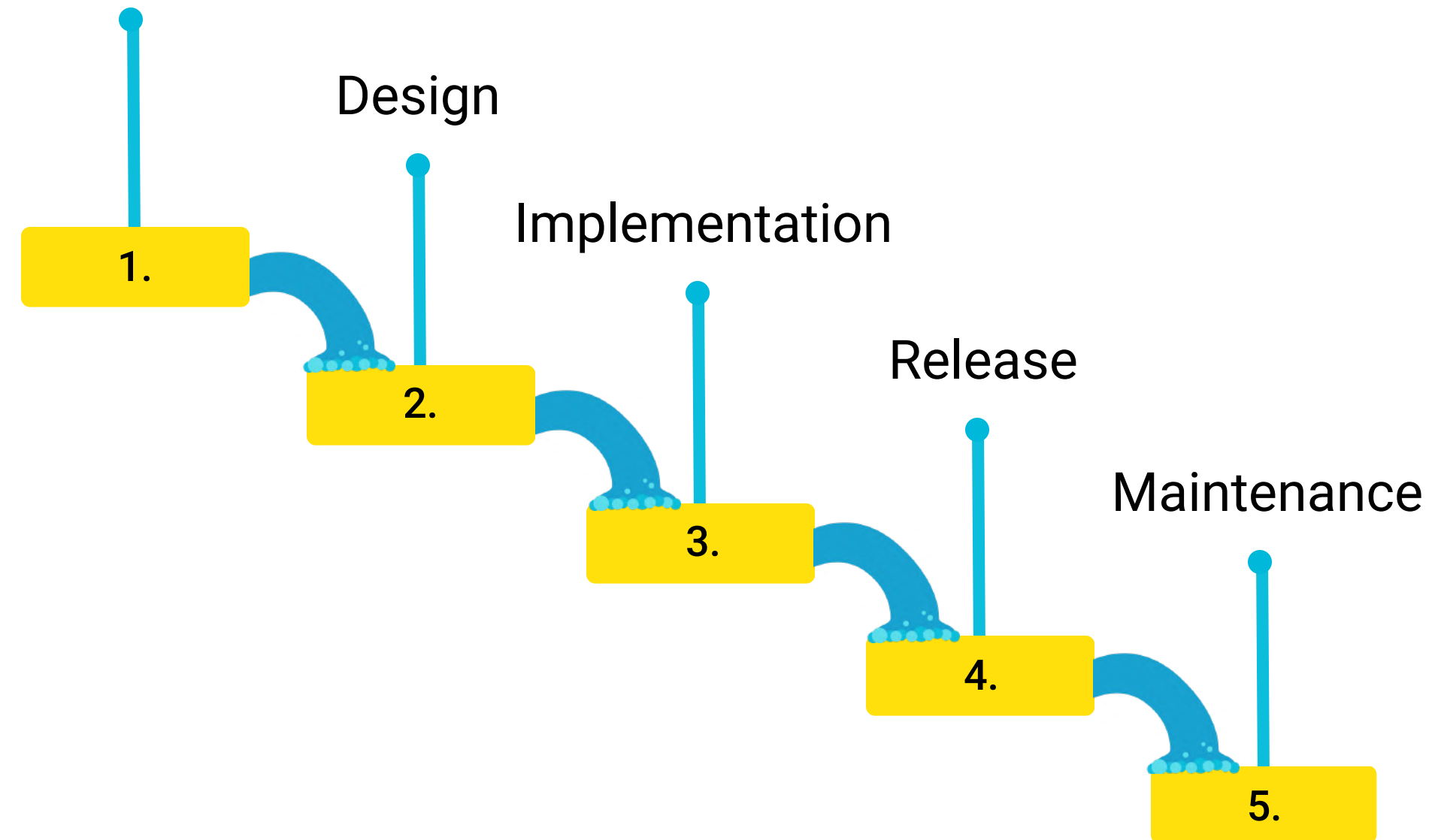
Lessons learned

Conclusion

# History Lesson

# The waterfall model

Requirements/  
Specifications





**BREAKING NEWS**

# German Employment Agency dumps 60 million € software project

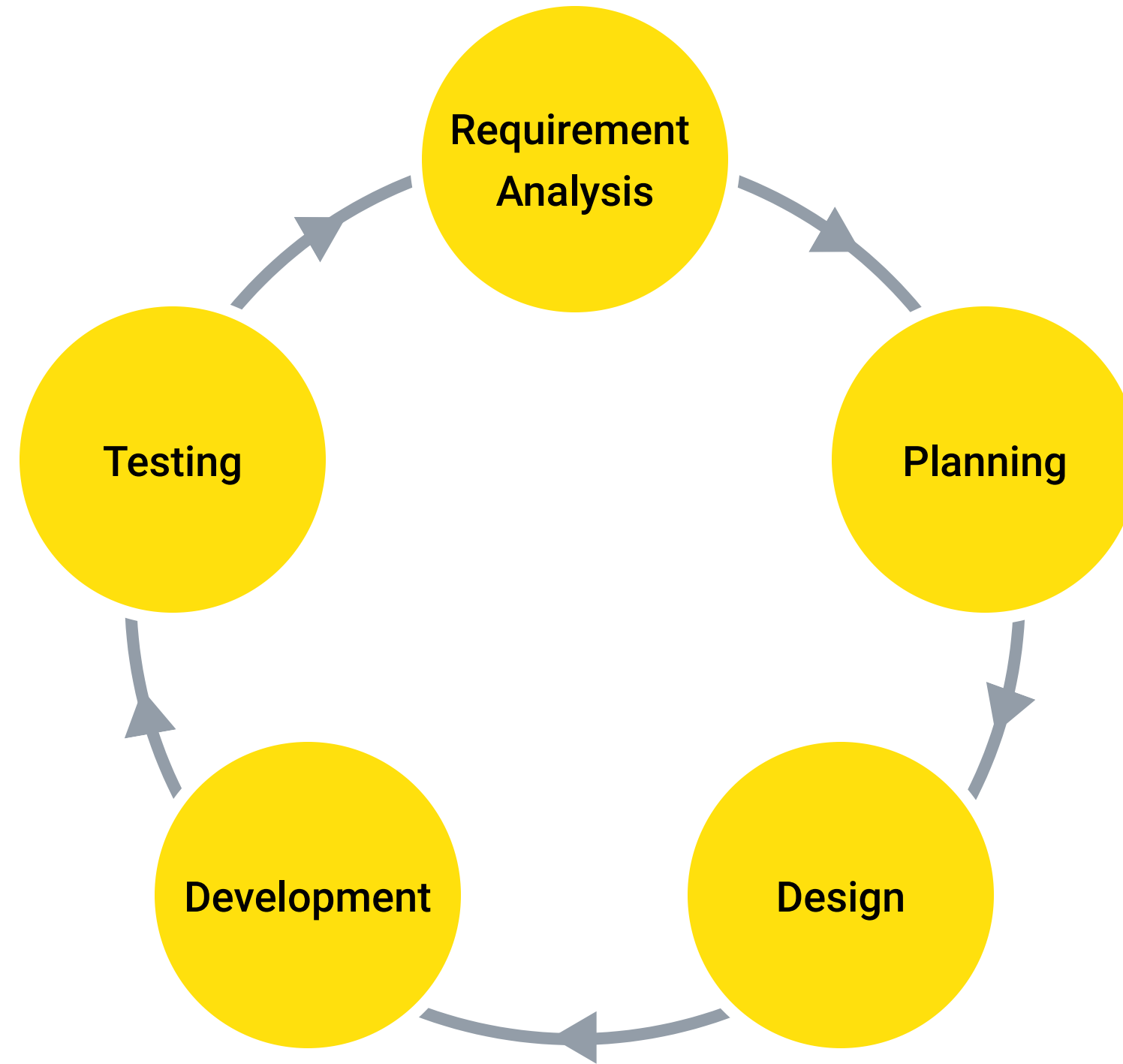
**10:24**

**Working Products #6 started today +++ Post Holdings Inc. 98,10 USD +9,01 (9,3 %) +++**

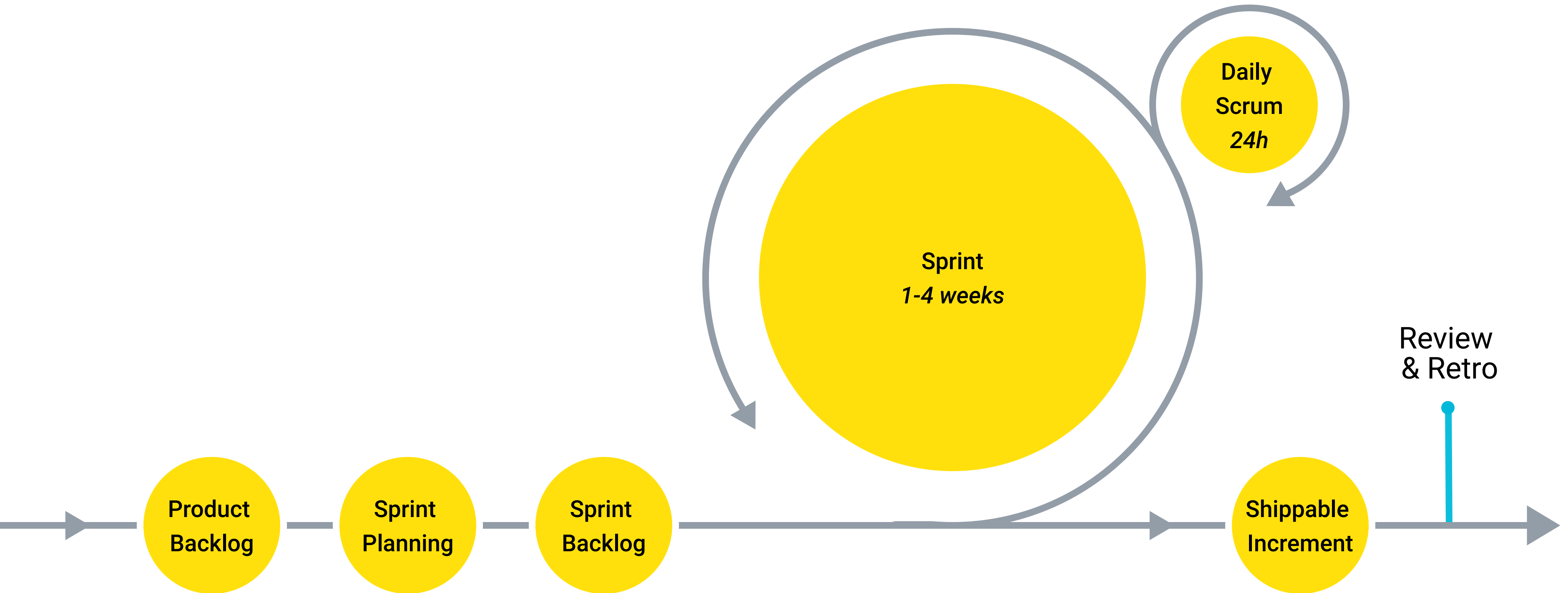


# Agile to the rescue

# Agile Development



# The Scrum method



# Pitfalls with UX design

*Let's not talk about UX design.*

# ~~Pitfalls with UX design~~

# It's about the Product Discovery



*Product discovery is a process that helps us make sure we're not just creating products that are usable, but also useful.*

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<https://clearbridgemobile.com/the-step-by-step-guide-to-product-discovery>

## UX DESIGN

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**is done by  
the UX  
designers.**

## PRODUCT DISCOVERY

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**is done by  
the entire  
product team.**



# Product discovery 101

**Every story/ feature needs  
to be discovered**

The exception proves the rule.

**We discover much more than just  
the user experience**

Discovery is about the what and why and much less about the how. It surely can be, but does not have to.

**Discovery answers if an idea is ...**

- ✓ valuable
- ✓ usable
- ✓ feasible

*Product Discovery*

# Pitfalls with ~~UX~~ design

# Pitfalls with product discovery in an agile world

## Concept is key

Working on a concept consumes valuable dev time. Not working with a concept leads to the big picture getting lost.

## Not everyone in the team works towards the current sprint goal

The entire team should work towards the sprint goal. That doesn't work if you are discovering ideas for upcoming sprints in the team.

## Aiming for the MVUX is not an option

When it comes to the experience, accepting the minimal viable UX harms your product. Always.

# Deliverables of the Discovery



## Discovery Documents

Conceptual documents that describe the what and why, the big picture and possible iterations



## Story-based Discovery

Detailed design, content and engineering decisions for the upcoming sprint



# Discovery Document (at TS)

Document Information,  
Owner, Stakeholder, etc.

MANDATORY

Feature Description

MANDATORY

Rationales (the Why)

MANDATORY

User Values /  
Business Benefits

MANDATORY

Functionality

MANDATORY

Processual Description/  
User Story Map

MANDATORY

Status Quo

Product/Feature  
Messaging

MANDATORY

Wireframes / Mockups

Technical Integration  
Information

MANDATORY

Affected Products and  
Documents

Envisioned Iterations

Open Questions

## Create

Select space

Trust Products & Services



### TPS | Product Discovery Template

Use this template to document your team's product discoveries in your team space.

Create

Close

## Create

Select space

Trust Products & Services



### TPS | Product Discovery Template

Use this template to document your team's product discoveries in your team space.



Create

Close

Free  Template

# Finding the right workflow



# Agile Waterfall



# UX as a Service



# Lean UX



# The magic formula

# The ~~magic~~ formula

*It's actually not so magic.*

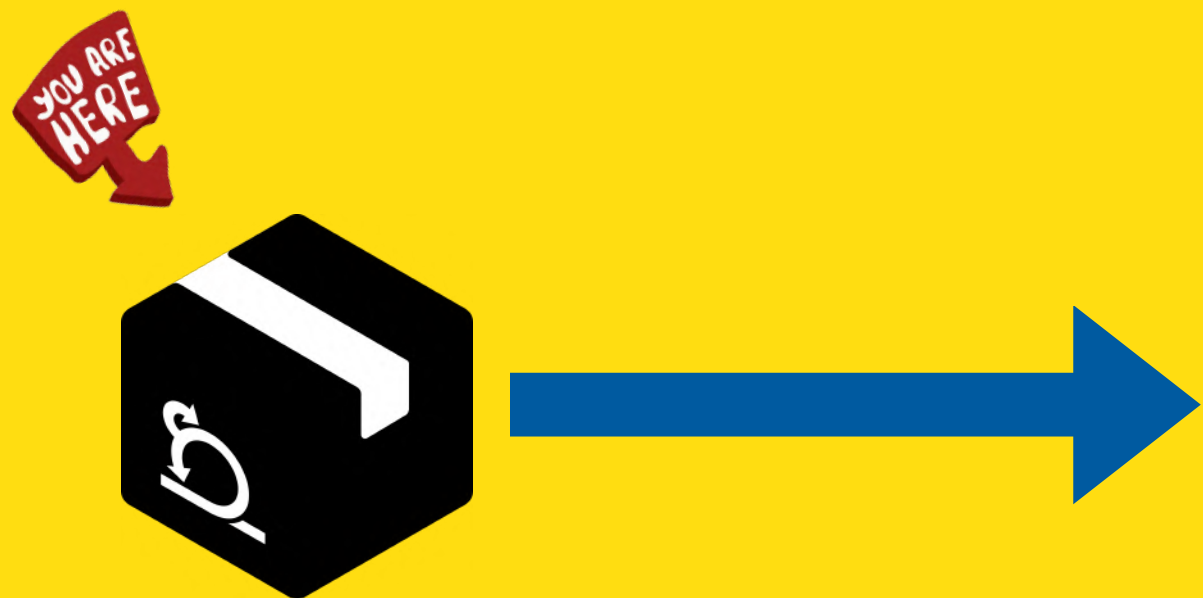
**Dual Track Agile**  
**in Staggered Sprints**  
**utilising Design Spikes**

**Dual Track Agile**

in **Staggered Sprints**

utilising **Design Spikes**

# SINGLE TRACK AGILE



# DUAL TRACK AGILE



*Discovery*



*Delivery*



# Dual Track Agile



## **No** separate Sprint Goals

Keep the team focused on the one sprint goal (usually delivery) and agree on a parallel discovery.



## Discovery Stories and Tasks

To allow cross-track transparency, everything done on the Discovery Track is tracked in Discovery Stories/Tasks.



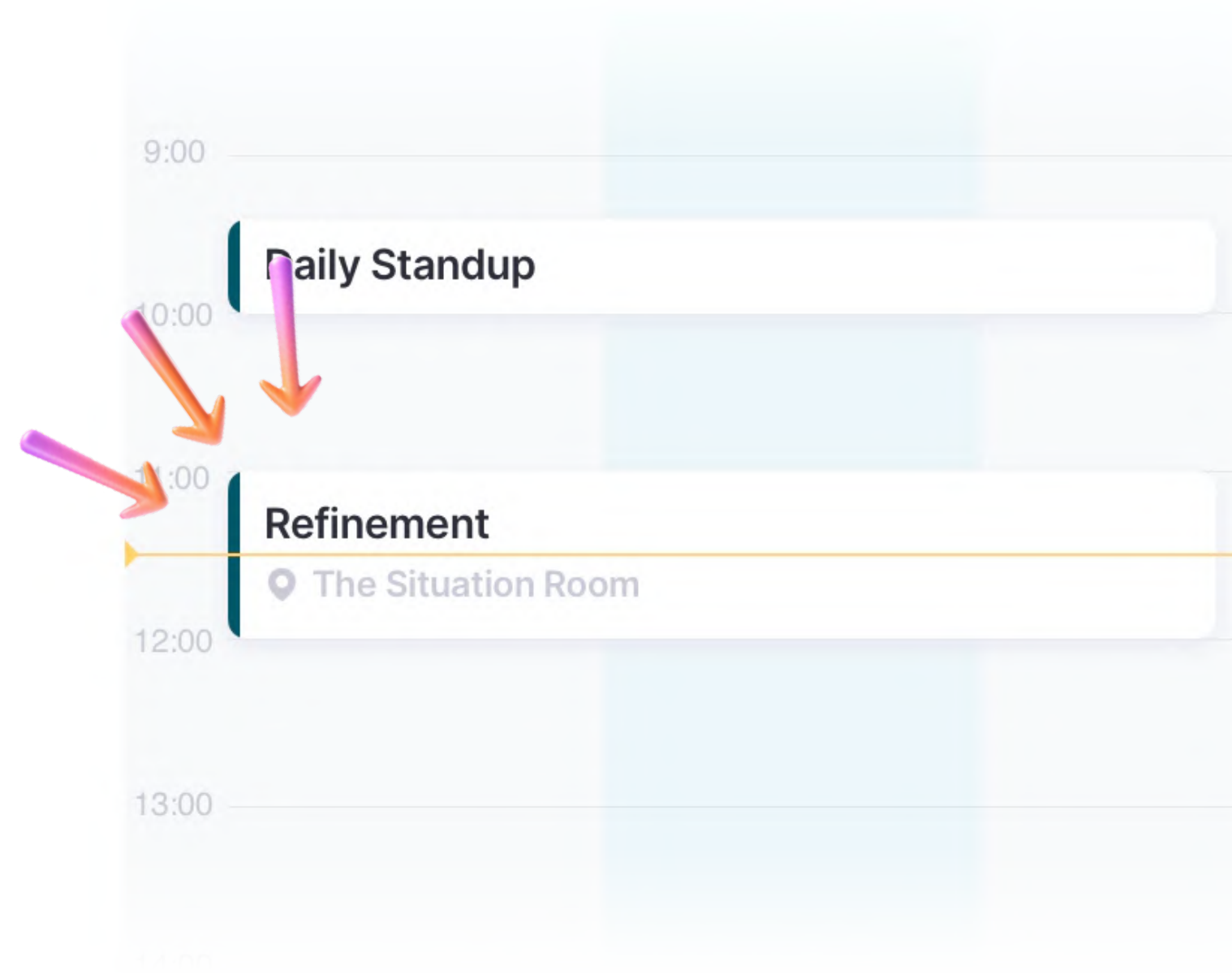
## UX design is always part of the team

The product designer\* is part of the development team and therefore also joins all sprint meetings.

\* can also be a UX designer, UX researcher or else.

**Most development teams  
already do this. *Kind of.***

# They call it Refinement



DISCOVERY

---

fulfills the  
Definition of  
Ready.

DELIVERY

---

fulfills the  
Definition of  
Done.

# When do we consider a story to be *ready*?

## Shared understanding of the problem space and added benefit

Everyone on the team has read and agreed that they understand the problem to be solved and benefit the desired feature/product/epic will deliver. As documented in the discovery document.

## User research has been conducted

All assumptions, wishes and guesses have been evaluated *a.f.a.p.* with customers/user or current data.

## All open questions are answered

All questions that have been asked so far have been answered in a written form. It's clear that new questions will pop up during the delivery.

Dual Track Agile

in Staggered Sprints

utilising Design Spikes

# Staggered

adjective [ not gradable ] /'stæɡ·ərd/

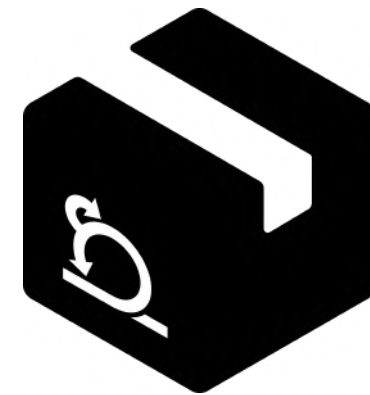
*arranged so that things happen at different times or so that things are not positioned in a regular way*

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<https://dictionary.cambridge.org/dictionary/english/staggered>



*Discovery*



*Delivery*



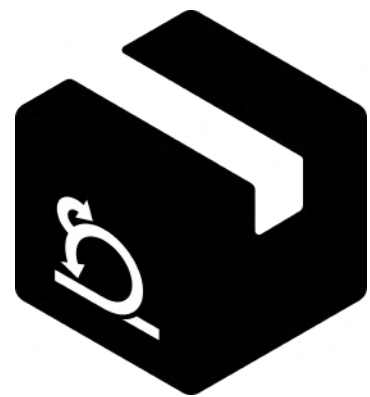
Sprint 1

Sprint 2

Sprint 3



*Discovery*



*Delivery*



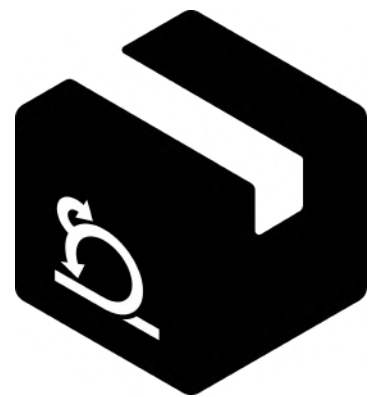
Sprint 1

Sprint 2

Sprint 3



*Discovery*



*Delivery*

Product Discovery



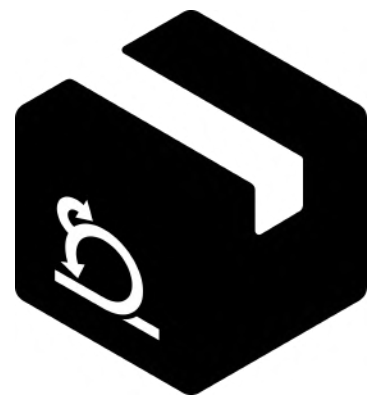
Sprint 1

Sprint 2

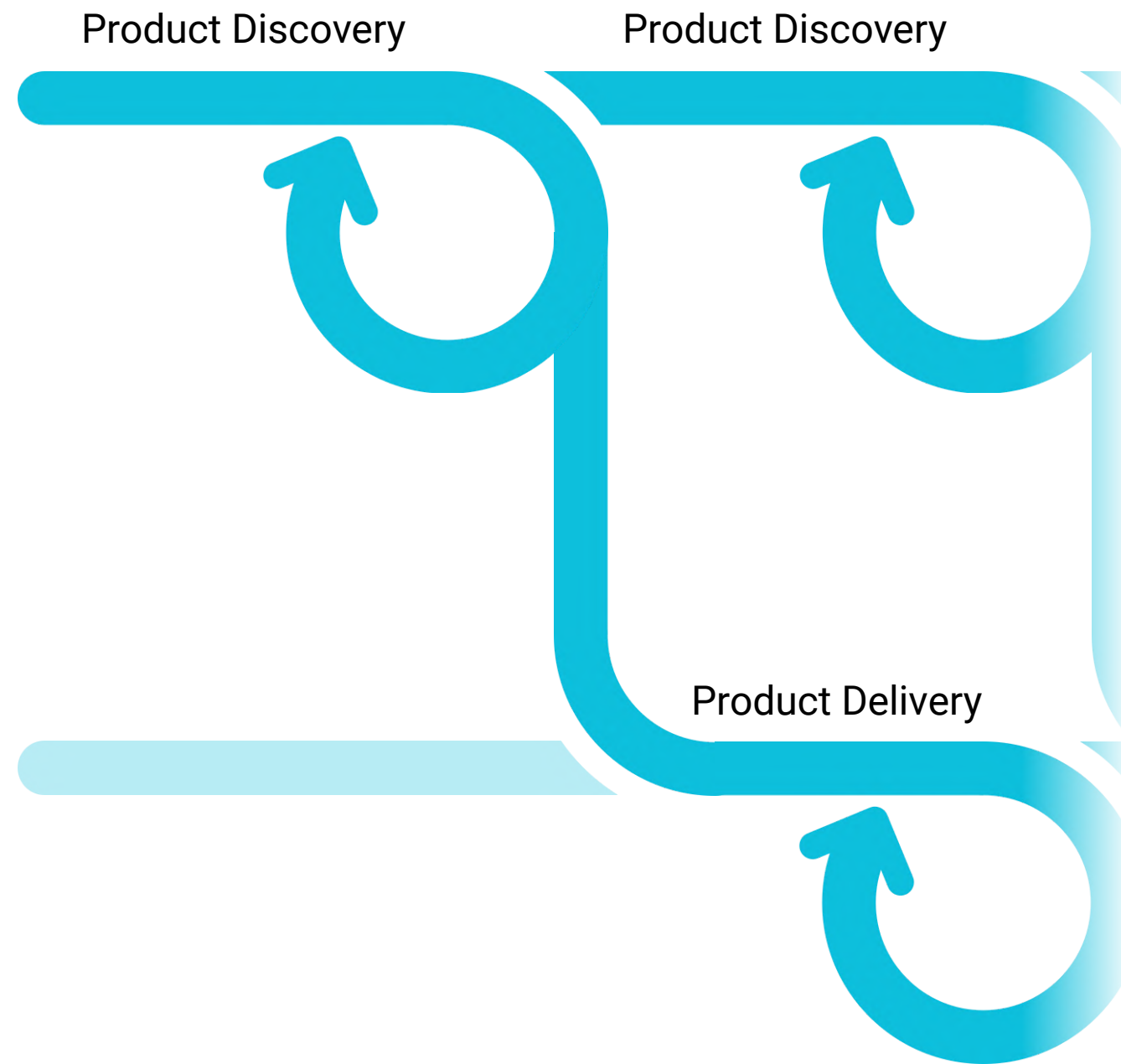
Sprint 3



Discovery

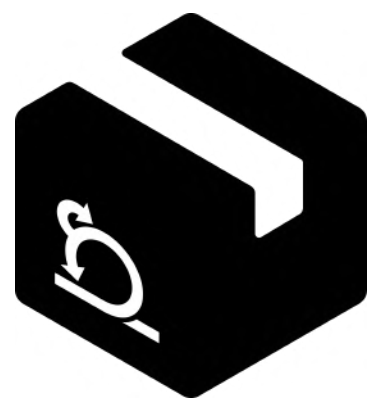


Delivery





Discovery

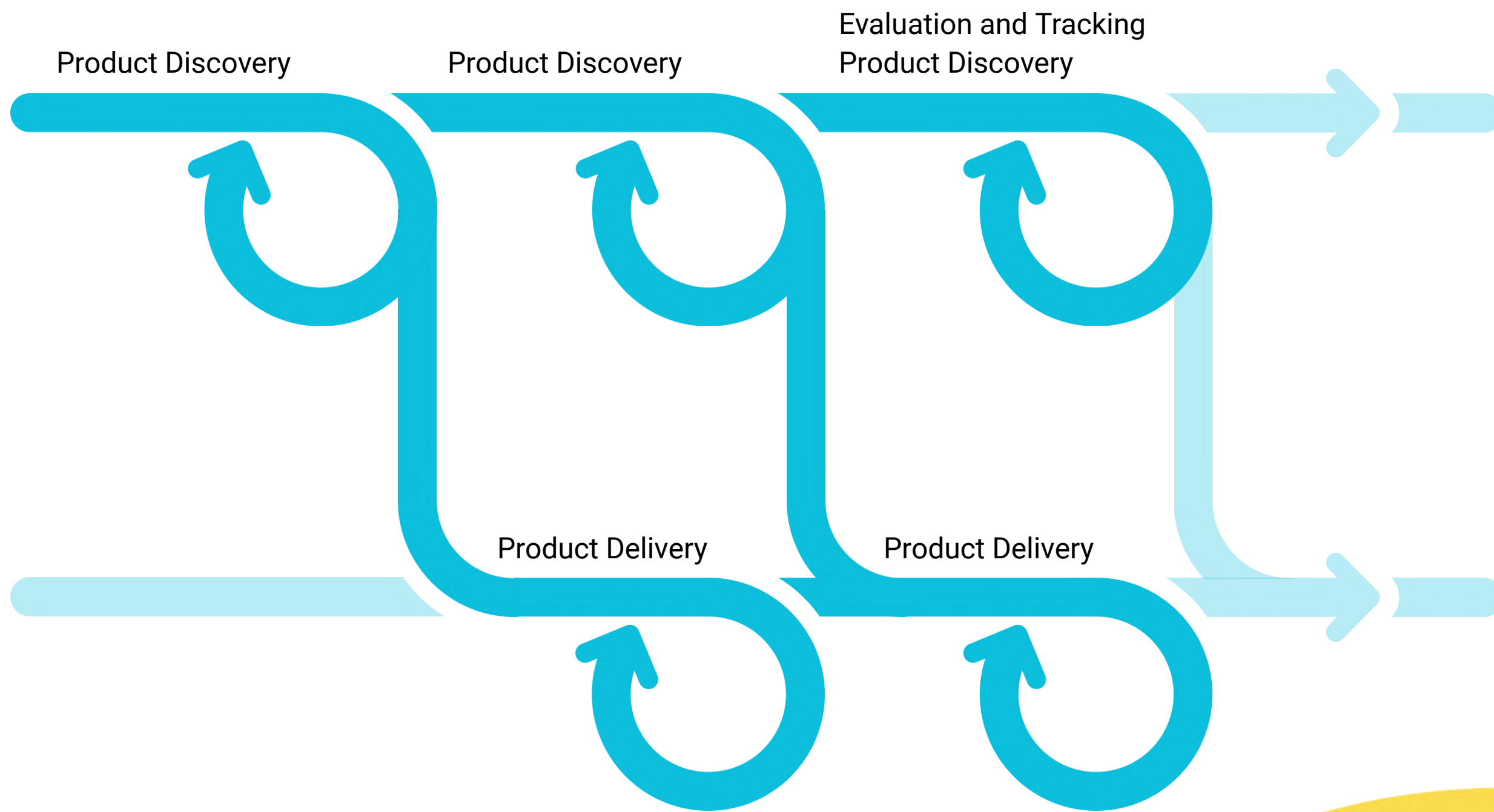


Delivery

Sprint 1

Sprint 2

Sprint 3



# UX Roles in the Staggered Sprints



## Discovery for upcoming sprints

UX Research & Design for upcoming sprints. No need to design all details.



## Consulting on the current sprint

Consult the development team ad hoc in all UX related topics during the sprint.



## Evaluate the results of former sprints

Conduct user interviews and analyse metrics of shipped features/products.

Dual Track Agile

in Staggered Sprints

utilising Design Spikes

# Utilizing Design Spikes

## Spikes are for uncertain UX challenges

Design Spikes come into place when a UX challenge has an uncertain outcome.

## They deliver insights, not increments

As with regular spikes the output of a design spike is the answer to a given question and not a shippable increment.

## Timebox all the spikes!

If possible, design spikes should be time-boxed to not delay the current of following sprints.

Dual Track Agile

in Staggered Sprints

utilising Design Spikes



**Dual Track Agile**  
**in Staggered Sprints**  
**utilising Design Spikes**

# Lessons learned



## Two tracks, one agile board

While working on different agile tracks it's a good idea to visualise your work on the same agile board



## Mind the Agile Waterfall

Don't work too much ahead of the rest of the team and don't plan every detail

# Lessons learned



## Every team is different

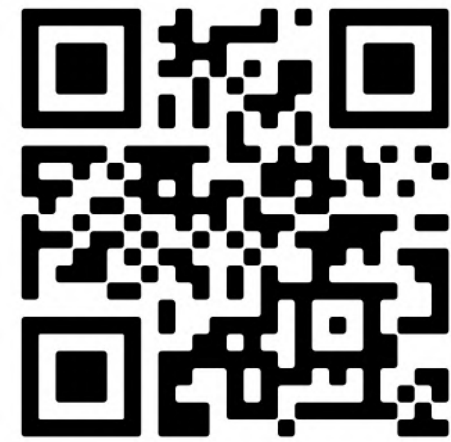
This process defines a blueprint that works for us and will need adjustments for your teams



## Be aware of the context switch

Switching from delivery to discovery needs practice and can be overwhelming at first

# Your questions, please.



*Sliddeck at* Pitch