Lean UX:
How to Embed Creatives and Visual Designers into the ART

Michael Washofsky

Rick Longman
Agile often requires minimal design to move quickly and at some point UI systems need some refactoring to continue on a solid foundation. Strive to avoid being well into the development process before realizing that a user interface has become too complex.

Creating good user experiences can mean major architectural changes to the underlying system as well as the user interface. It’s less expensive to figure that out in the early stages of development before the system architecture is inflexible.

➢ Reduces the risk of design erosion as user interfaces and software are modified over time.

➢ Major upheavals after a product is launched can be very expensive. Users need consistency.

➢ Creating good user experiences late in the development process can affect the underlying architecture of the system.

The costs of not focusing on a loveable product

• More documentation, user support changes and increased support calls
• Time users waste trying to understand major changes after a product has been launched
• Time users waste because of mistakes caused by major change
• The consequential cost of user errors, lost sales
• User helplessness, loss of control
• Resistance and fear of change
• Lack of confidence and trust in the business
Cultivating UCD across all levels of SAFe

Activate multiple channels to continue influencing the organization’s culture to be user-centered.

This allows teams to continue to bring to the program thought leadership and trainings on relevant UCD topics.

Innovation Sprint and 20% Capacity

The first week in the last sprint of each PI should be used as an innovation sprint, where the discoveries made will guide user stories for each sprint within the next PI. Also, allow 20% capacity given to UCD during each sprint.

Design Sessions

Experimenting with design and rapid prototyping in collaborative sessions with technology and business stakeholders to gain design direction early in the process.

ProofHQ for Collective Feedback

Increase transparency to designs and concepts through ProofHQ. This allows for increased collaboration between the scrum teams and the program leadership.

Lean UX Process (Continuous Delivery)

Adding a continuous exploration team will increase capacity by moving major IT decisions ahead of delivery with a UCD focus from the start. This allows teams to explore future-state concepts and validate well before implementation.
The design team delivers the next increment of design elements and groomed user stories **2 sprints ahead of delivery**. They are also expected to review with the delivery teams to address any front-end concerns and ensure UX/UI standards are maintained.

The delivery track (scrum team) is expected to follow the best practices of maintaining good UI design and to demo the build with the design track at key checkpoints to ensure that the implementation of the UX/UI matches the intent of the designs. They should look to collaborate on implementation with the goal of improving some of the product usability with each iteration.

All tracks are expected to collaborate across sprints.
Establishing the UX Runway

Like an Architectural Runway, the Lean UX discipline, has a UX Runway of sorts to support exploration of the the benefit hypotheses and MMFs to be tested as part of the continuous exploration cycle.

A healthy UX runway allows the lean UX team to perform a number of Design Thinking activities such as user interviews, usability testing or building low-fidelity prototypes.

The Lean UX runway can also include building out design systems, libraries, and style guides and templates as enablers.
Lean UX design is a mindset, culture, and a process that embraces Lean-Agile methods. It implements functionality in minimum viable increments and determines success by measuring results against a benefit hypothesis.

The Lean UX Cycle, comprising of four steps, resides mostly within the Continuous Integration cycle with the exception of the ‘Benefit Hypothesis’, which lives within Continuous Exploration.

*Gothelf, Jeff. Lean UX, Applying Lean Principles to Improve User Experience O’Reilly Media. Last update: 17 May, 2018
See Lean UX and the SAFe Program Increment Life Cycle by Natalie Warnert
This team is a pool of resources who float across workstreams as needed. Owns Design Pattern Library within the Design Track.

*Owns Discovery Tracks. Must source wireframe to the Design Track Team.
LEARN UX MODEL

Product Roadmap + Backlog

Scrum Team:
- Product Owner
- Scrum Master
- Solution Lead
- Development Lead
- Business Analyst

UX Strategist

Product Manager

UX Designer

Continuous Exploration Lead
Continuous Process Lead
Continuous Tech Lead
Continuous System Architect

Incoming Business Requests