# Stacey Seronick

DESIGN AND TRANSFORMATION LEADERSHIP — CASE STUDIES

Change management and process design transformation

DRAMATICALLY INCREASED PRODUCTION AND QUALITY FOR IMPROVED USER AND EMPLOYEE EXPERIENCES

The business context

01
A non-profit scanned books for digital storage but lacked quality standards.

Lack of quality standards was resulting in negative customer experience.

02
Readers left comments on specific book pages, noting frustrating quality issues.

Employees stated they could and would "do better" if they were shown how.

03
A lack of using instrumentation made data-informed decisions challenging.
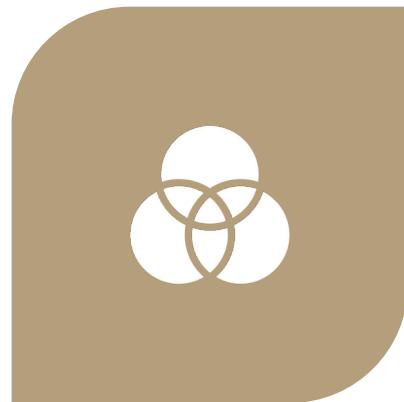
A lack of trust between management and workers was created due to seemingly subjective decision-making.

The challenge

*As a non-profit, how might we dramatically **increase production and quality** of our service and product using the least resources possible?*
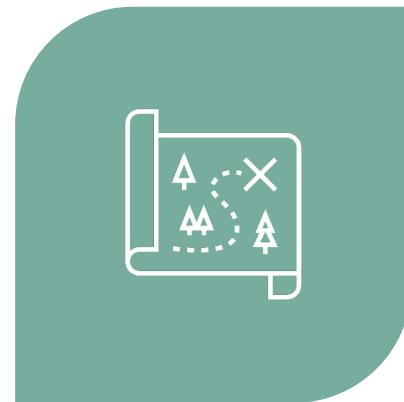
Mixed research methods

Ethnographic research as quality assurance (QA) technician and manager.
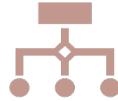
Remote, moderated usability tests on community tools (slack channels, weekly team video, company intranet).

Remote, unmoderated time-on-task and eye-tracking tests to learn best practices and turn into procedural training for QA technicians.

Launch and scale design and delivery process

Iterative, asynchronous co-creative

Organically embedded into existing weekly rituals

Standards rapidly established and agreed upon

Small, overlapping learning groups to scale training

Training, tracking, and testing was designed and rolled out as asynchronous content

Long-tail one-on-one coaching provided as needed

Automated data for performance and product management

Quality and production data shown as site financial and efficiency data
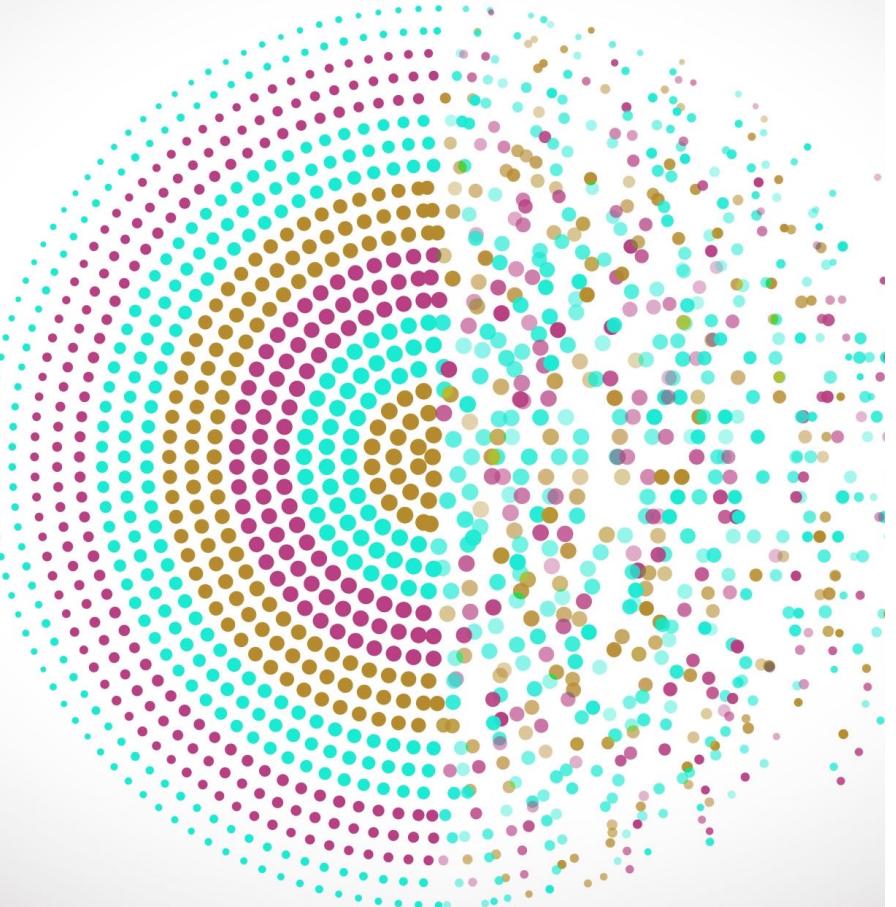
Data automatically generated and reported across organization

Impact and outcomes

The quality defect rate went down, cutting out costly rescanning processes, and **production effectively increased by nearly 100% over the course of the following 18 months** after launch.

These improvements contributed to a sharp decline in negative comments and feedback on product pages.

Costs cut by an average of 30% across all 25+ global locations.

Internal Training Program Service Design

SCALING EMPLOYEE ACTIVATION PROGRAM FOR DESIGN PRACTITIONERS AT A FORTUNE 50 TECH COMPANY

The business context

01

The Design practice at a large global, Fortune 50 tech corporation needed to **scale an award-winning training program** to reach more employees, and **continue to support them past onboarding**

02

Though one of the **most powerful components of the training program was face-to-face networking**, the pandemic forced the program to go virtual, proving the model was possible, and needed iterating

03

New hires who had gone through the program were highly successful upon "graduating" and joining their teams, yet **many left after 2-3 years, often citing lack of ongoing guidance and support**, as reasons
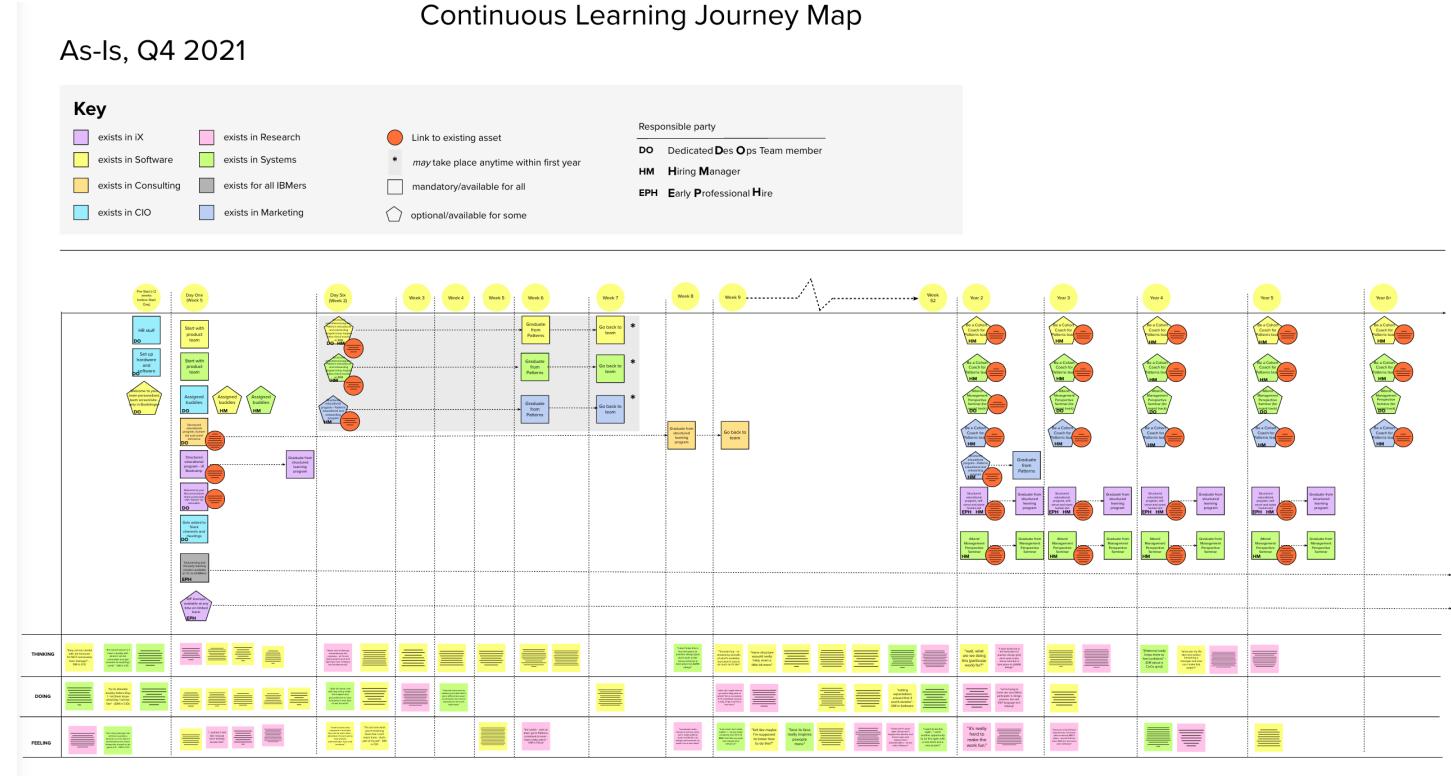
The challenge

How might we achieve **pervasive excellence** among our designers and within our cross-functional teams?
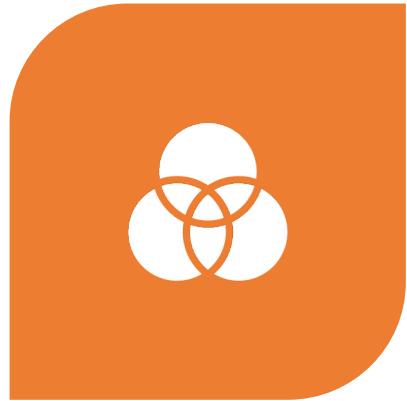
Research process

Iterative co-creation sessions with employees, managers, and leaders to synthesize insights and build journey map of the as-is state of continuous education within the company

Continuous Learning Journey Map
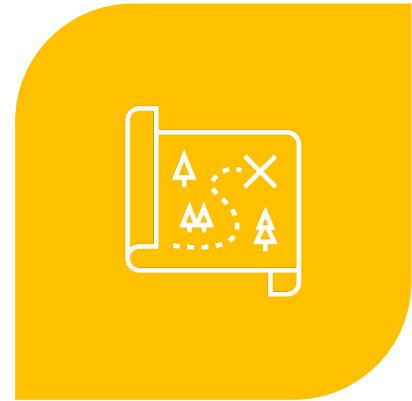
Mixed methods research

Competitive research performed on external UX education programs, and internal onboarding and training programs for other career paths

Semi-structured, 45-minute interviews via WebEx with internal stakeholders (n=65); surveys of learners and their managers looking for actions which signify behavior change over time (n=750+)

Learner's journey map created for multiple journeys and career paths, highlighting areas of need and where highest impact might be achieved – for mid-career designers

Results

Built, launched, and scaled new program for mid-career designers to help them gain the confidence to competently plan and make their next career move.

Effectively iterated and scaled existing "new hire" cohort-based program to meet 70% YoY increase in hiring demand overseas.

Program improvements to include a greater focus on coaching and leadership at all levels of hierarchical organizations is noticeable, as reported by majority of managers of graduates

Impact and outcomes

Over 20% of new mid-career program graduates have been promoted; upwards of 55% of graduates have received awards for their effort.

Maintained existing program and its' NPS between 60-80 for each of 2-5 annual cohorts. 100% of learners report greater confidence to design for enterprise.

Curricula created for all three programs was scaled to include asynchronous education, and integrated into internal HR and career growth platforms, providing value for all 300,000 employees.

B2B Financial SaaS consolidation, launch and scale

INTEGRATION OF THREE EXISTING B2B DIGITAL PRODUCTS INTO A COMMUNICATIONS HUB FOR FINANCIAL SERVICES CUSTOMERS

The business context

01
Customer communications were spread across three different digital products, ensuring communication was not reaching the right people at the right time.

02
Lack of easy to use and clear communication channels was creating potential compliancy risks for the bank and its' corporate customers.

03
Lines of business reporting structures were driving communication and product strategy instead of customer, business, and market needs and fit.

The challenge

How might we ensure our corporate banking customers **receive the right communication at the right time via their preferred channel?**
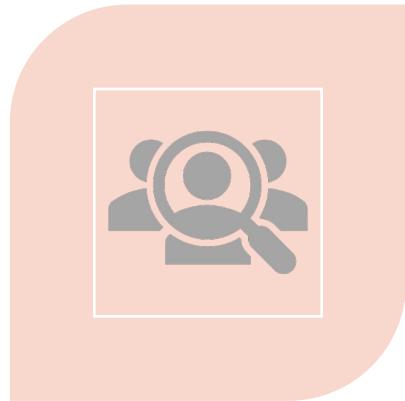
...ensuring minimal disruptions to existing customers, while we align internally on how and when we might best solve this challenge?

Mixed methods research
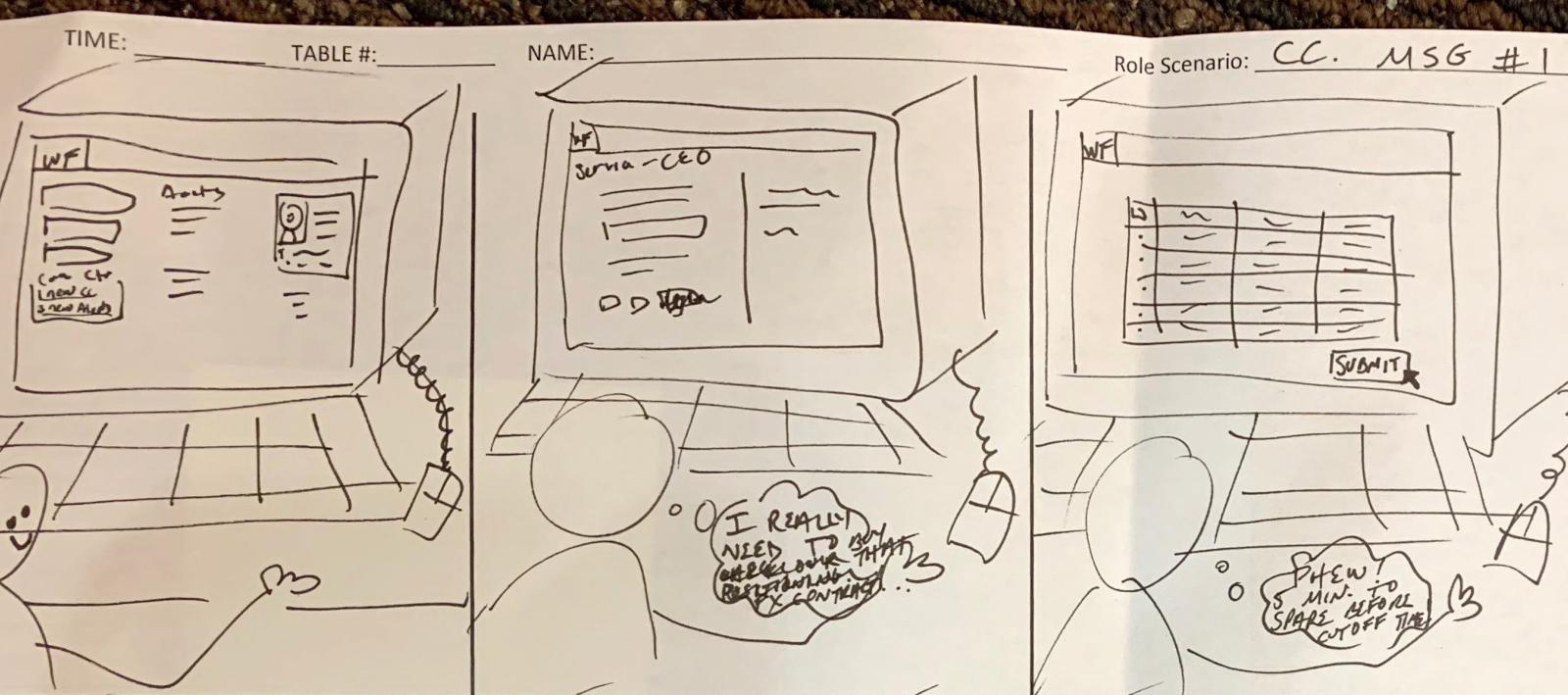
Competitive research performed on existing B2B communication portals and cloud-based inbox/email services

Ordered card sort performed with seven existing business customers and eight customers of competitors
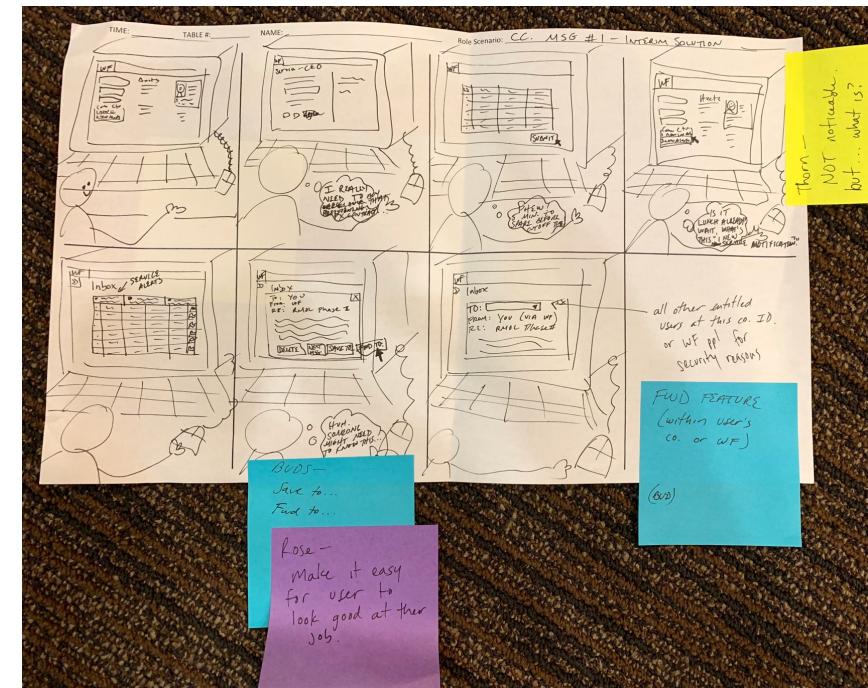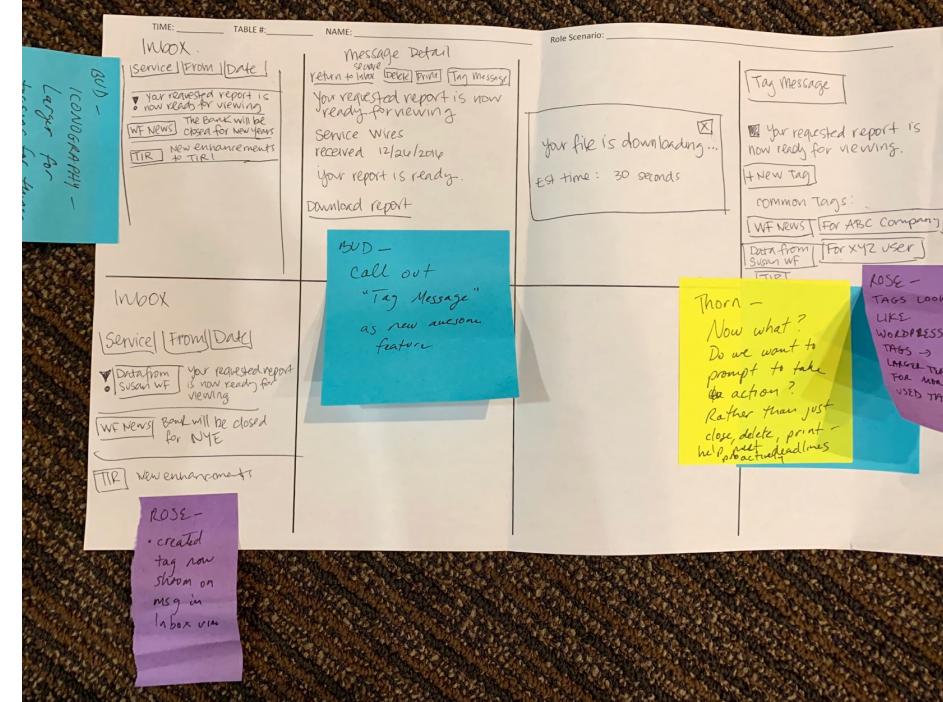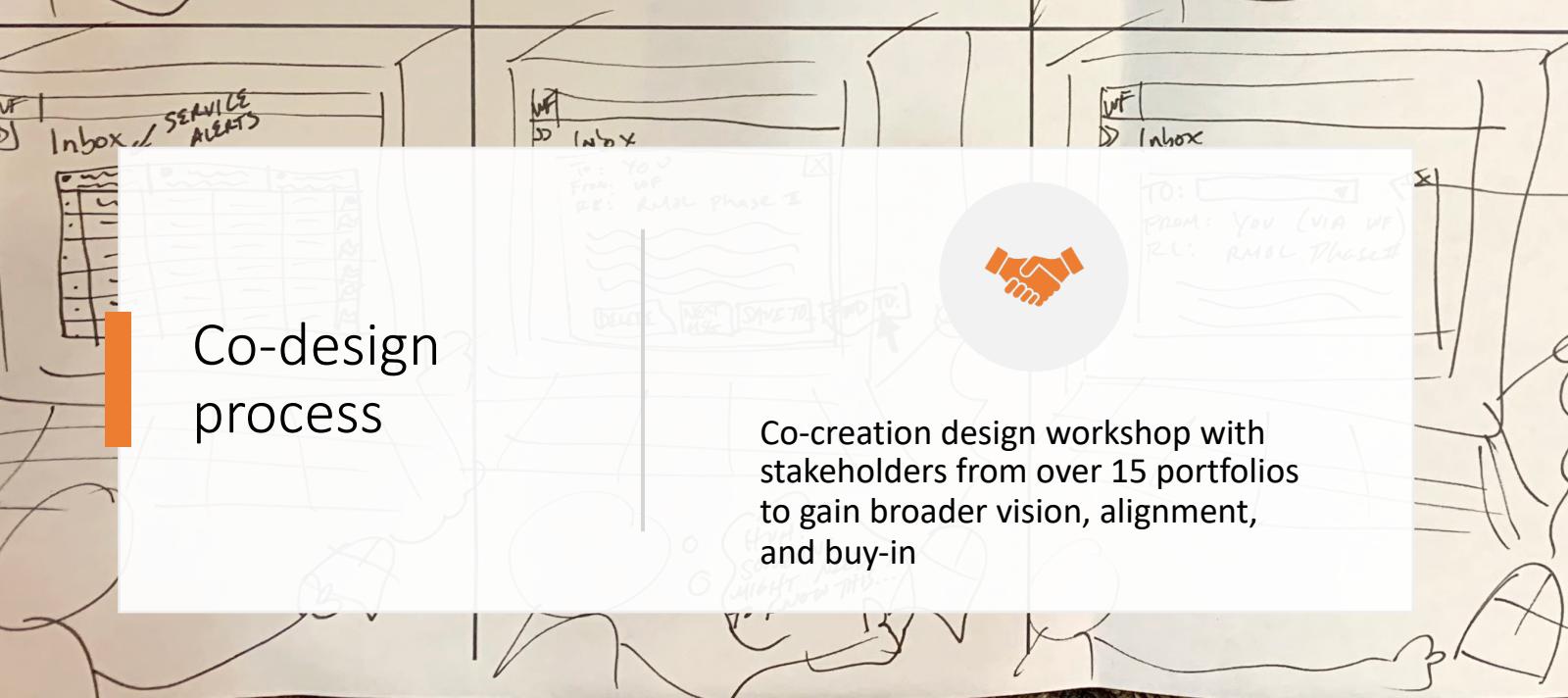
Moderated, structured task analysis and usability study with paper prototypes iteratively performed with seven existing business customers

Co-design process

Co-creation design workshop with stakeholders from over 15 portfolios to gain broader vision, alignment, and buy-in
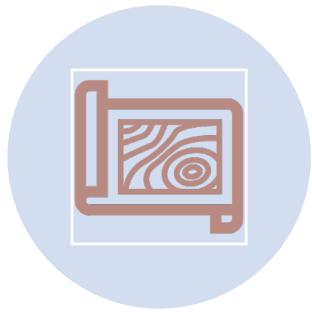
Co-design process
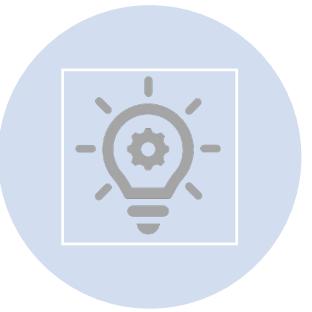
Feature and terminology gap analysis across three existing services

Paper prototypes for testing experience and architecture with stakeholders and customers

Iterate from feedback and map existing design system components to desired experience

Create a set of design deliverables which are feasible, usable, learnable, and valuable

Results

Designs and phased implementation approved by dozens of stakeholders, including over 15 portfolio managers

Phase 1 implemented for roughly 200,000 (all) business customers

Phases 2-4 implemented schedules approved and integrated into overall release schedules

Impact and outcomes

Phase 1 was implemented with no major technical issues or delays for all 200,000 corporate banking customers.

Post-release analysis showed a significant drop in a multiple specific types of support calls.

Focus group feedback after Phase 1 launch provided feedback that large, key customers were not adversely affected by this major experience architecture change.

Over three quarters of the stakeholders involved reported enjoying the co-creation process and felt positive about this product re-design process compared with past experiences.

Questions?

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