Background:

Enablement teams lack an understanding of the methods and process of other enablement teams, which leads to:

1. Team not bringing in relevant cross-functional work when needed.
2. Partners in business, IT and design are unaware of the full capabilities of Enablement or how we work together, so
3. They are unable to receive the full benefit of our expertise.

USAA

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Enablement Alignment

Desired Outcomes:

An easy-to-use <deliverable> that allows partners across USAA to learn and access the offerings each Enablement team has for various stages of the design process.

and

Ecosystem and Framework to inform the Enablement Intake process.

My Role:

- **Lead** Research
- **Facilitate** co-design sessions
- **Design** & **facilitate** workshops
- **Visualize** and **communicate**
- **Manage** stakeholders

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Enablement Alignment Project Roadmap

DECEMBER 19, 2019 MAPPING SESSION: HCD, SD, DR, OPS, CONV.

FEBRUARY 27, 2020 PRACTICE LEVEL VALUE STATEMENTS

APRIL 1, 2020 CROSS-ENABLEMENT VALUE STATEMENT WORKSHOP

JUNE 15, 17, 2020 MAPPING SESSIONS: DLS, QUALITY

JULY 6 – 20, 2020 INTERVIEWS

JULY 21, 2020 RESEARCH READ-OUT

JULY 24, 2020 PROTOTYPING WORKSHOP

AUGUST 11, 2020 MVP SHARE OUT

AUGUST 18, 2020 DEMO DAY

SEPTEMBER 2020 ROAD MAPPING WORKSHOP

DISCOVERY (DECEMBER 2019 - JULY 2020)

SYNTHESIS (JULY 2020)

MVP + TEST (AUGUST 2020)

VALIDATE + ROADMAP (SEPTEMBER – DECEMBER 2020)

Phase 1: Defining Values of Teams

Phase 2: Map Current State: Process + Content + Research Planning

DISCOVERY
- Aligned on project goals and stakeholders
- Facilitated mapping session (all but DLS, Quality) to align on a process map, define program milestones
- Coordinated with other Enablement teams to draft and map value statements
- Facilitated mapping sessions with DLS, Quality to complete process mapping across all teams
- Mapped published content against design process phases
- Conducting interviews + surveys with product teams

SYNTHESIS
- Extract themes and insights based on patterns
- Develop current state journey and refine our understanding of the experience with new data
- Prioritize pain points and define areas of opportunity
- Develop MVP solution for testing
- Share MVP during August Demo Day

VALIDATE + TEST MVP
Use MVP to test and validate research findings and begin iterative development of next generation solution.

GENERATE CONCEPTS
Define how we deliver value and generate new concepts that map to an ideal state of the experience.

COORDINATE WITH PRODUCT TEAMS
Ideate with owners of adjacent and impacted teams to gain perspective on opportunity areas.
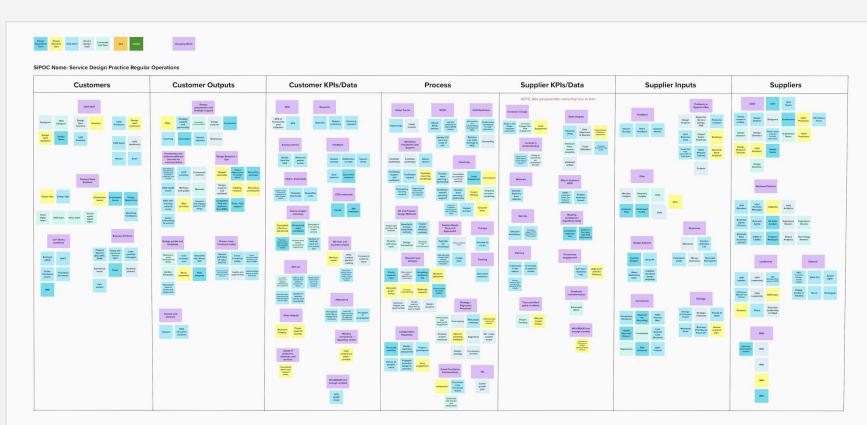
EVOLVE EXPERIENCE ROADMAP
Prioritize validated concepts and define their measurements of success.
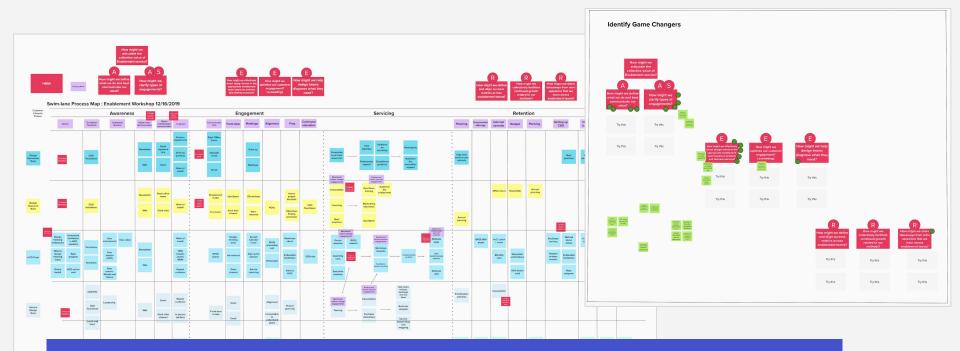
CROSS ENABLEMENT PROCESS MAP
CROSS ENABLEMENT CONTENT MAP
CROSS ENABLEMENT VALUE STATEMENTS
CROSS ENABLEMENT RESEARCH PLAN

CURRENT STATE JOURNEY(S)
QUALITATIVE INSIGHTS + SUPPORTING DATA
OPPORTUNITIES FOR IMPROVEMENT
MVP

Understanding

Service Design Practice Regular Operations — SIPOC board with columns: Customers, Customer Outputs, Customer KPIs/Data, Process, Supplier KPIs/Data, Supplier Inputs, Suppliers.

How might we effectively direct design teams to the appropriate enablement team based on problem and desired outcome?

How might we define what we do and best communicate our value?

Empathize - Research and Prioritize

Interviewed 23 designers, producers and directors to understand their previous experiences engaging with enablement and their perception of what enablement offers.

Led a small group of stakeholders made up of diverse member of enablement teams in a low-lift synthesis.
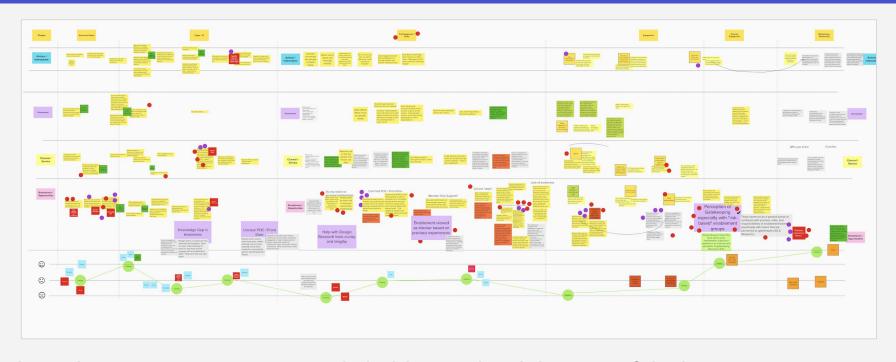
Document and share findings with all enablement team members.

| Session 11	Session 12	Session 13	Ins
		717 Help determining the right approach by talking to experts and find out is the best approach to use.	
		718 Reached out to Design Research when did not have skills in specific areas (Accessibility Usability testing).	
ost valuable was the flexibility in understanding a unique situation, orating on a solution and general willingness to educate.	647 HCD suggested we send our partners directly to their resources	720 Receiving support from people that have more experience so that Design team can be confident in the information shared with partners.	
alked through methods on the website and other materials and were able gize together	648 Design Ops (Keith) "helps with everything"	721 They are open to problems and concerns I have	
rah will make the time to meet with you as soon as possible and helps olutions and even facilitate a session with partners on build out a oard with partners.	649 Personal long standing relationships creates a network of collaborative support.	722 Research members sitting in on meetings with partners offers "extra line of sight" and our partners receive insight directly from experts.	
me with a problem, was educated on methodologies, collaborated on on culminating in facilitation of a workshop using hybrid of various ods including Lean Canvas. "Walked me through the process, I knew what were but never done one."	650 Eric Lyons helped business partners understand compliance and the process.	723 HCD is always ready to listen, help and followup.	
	645 Ann "great partner". "We know she has other projects and she is still in our reviews, slacks regularly, is in in our meetings, she stays in lock step with designers".		Enablement seems to be perceived as listens to understand needs, is willing to collect feedback on how they can ir
	646 Early on there was first confusion from top on "who is doing what" and that could have become contentious over roles and responsibility but it became collaborative teamwork.		
ifficulty at first finding an existing templates that would fit specific need.	651 There was confusion with process, roles and responsibilities with Research Ops ("the folks who reach out to Galloway)". "There was confusion between what we were asking and who we needed to ask" "When we finally got some good information there was uncertainty on who was going to do the research"	724 A request sat in the Design Research email inbox for months with no work or communication back. It was up to the requester to follow up and still didn't hear back until used slack Office Hours,"Constantly follow up on it until there was a slack office hours and I finally got a reply."	
he ambiguity of problem space made preparing for workshop more time ming.	652 Lack of clarity from executive leadership of DLS responsibilities was challenging."Difficult to stay in synch when there are so many cooks in the kitchen"		
	653 Throughout USAA process is challenging because it is not clear how, when and what to document. There is lack of clarity on when something is "really done" and "really ready"		There seems to be a general sense of responsibilities of enablement teams gatekeepers (DLS, Research.)

USAA
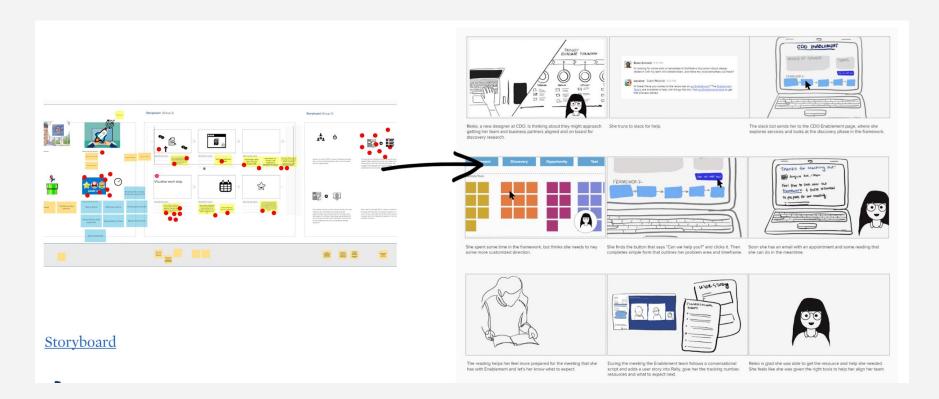
Facilitate mapping and prioritizing

Through Journey Mapping our stakeholders realized that one of the biggest differentiators is whether or not there is an existing relationship with a member of an enablement team.
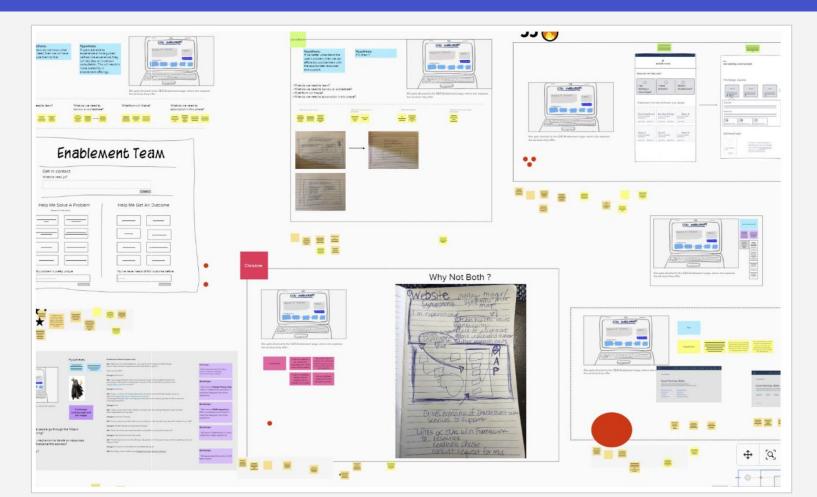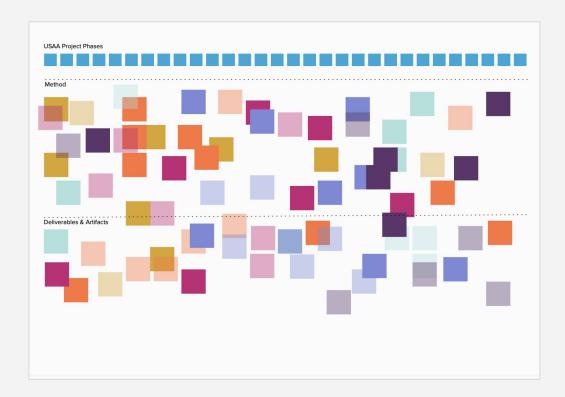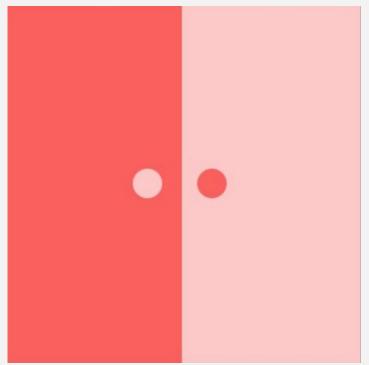
Co-designing

[Storyboard](#)

Co-designing

USAA Project Phases

Method

Deliverables & Artifacts

Outcomes