

HCD Maturity Model

KEY PRINCIPLES	STAGE 1 INTERESTED	STAGE 2 INVESTED	STAGE 3 COMMITTED	STAGE 4 ENGAGED	STAGE 5 EMBEDDED
SCOPE Scope can range from designing a specific user interface to researching and designing all touchpoints a customer has with an organization.	<ul style="list-style-type: none"> Focus on user interface (UI) development for current sprint development Digital only 	<ul style="list-style-type: none"> Focus on user experience (UX) design for current and future sprint development Digital only 	<ul style="list-style-type: none"> Focus on user experience (UX) research and design for PI planning Digital only 	<ul style="list-style-type: none"> Focus on user experience (UX) research and design for product roadmap planning Digital and non-digital across multiple customer touchpoints (micro) 	<ul style="list-style-type: none"> Focus on research and design to improve the business ecosystem: customer, employee, product, & brand Digital and non-digital end-to-end customer journeys (macro)
STRATEGY Strategy is the game plan to manage the parts of the experience that design drives by force of its scope. This can range from no strategy or a passive strategy determined by others to active design participation in defining a strategy.	<ul style="list-style-type: none"> No strategy Research and design activities are not considered essential 	<ul style="list-style-type: none"> Passive strategy Research and design activities are not integrated into project planning 	<ul style="list-style-type: none"> Passive strategy Research and design activities are integrated into project planning, but determined by others 	<ul style="list-style-type: none"> Active strategy Research and design activities are integrated into project planning with full support of leadership 	<ul style="list-style-type: none"> Active strategy Research and design activities help shape business strategy
RESEARCH Research for customer understanding is a fundamental discipline of design maturity, yet few organizations fully commit to ongoing direct engagement with their customers. A key measure of design maturity is whether customer research has become a repeatable and integrated practice.	<ul style="list-style-type: none"> Infrequent (if at all) Unstructured qualitative Findings rarely influence product decisions Product research with SMEs or end user proxies 	<ul style="list-style-type: none"> Ad-hoc Structured qualitative Findings sometimes influence product decisions Product research with limited end users 	<ul style="list-style-type: none"> Milestone-driven Structured qualitative and quantitative Findings regularly influence product decisions Product and end user research with sufficient end users 	<ul style="list-style-type: none"> Regular integrated practice Structured qualitative and quantitative Findings influence product, service, and/or policy decisions for a given division Product and customer research with sufficient customers 	<ul style="list-style-type: none"> Regular integrated practice Structured qualitative and quantitative Findings influence enterprise business decisions Product, customer, and employee research with sufficient stakeholders
DESIGN Design is the heart of the practice. But there are different ways to approach design. Modern customer-centric organizations embrace iterative design practices that involve customers, de-risk design decisions, and naturally complement Agile and Lean methodologies.	<ul style="list-style-type: none"> Unintended design style¹ Single approach² for a product High priority features only Single design delivered once No documented repeatable process. 	<ul style="list-style-type: none"> Self-design style¹ Multiple approaches² for a product Medium and high priority features Multiple designs delivered once The design team follows documented standards, guidelines, and patterns 	<ul style="list-style-type: none"> Genius design style¹ Multiple approaches² across products All relevant features Multiple designs delivered iteratively The product team follows documented standards, guidelines, and patterns 	<ul style="list-style-type: none"> Activity-focused design style¹ Focus on products and services Customer experiences Multiple designs delivered iteratively The program follows documented standards, guidelines, and patterns 	<ul style="list-style-type: none"> Customer-focused design style¹ Focus on customer journeys Customer & employee experiences³ Multiple designs delivered iteratively The enterprise follows documented standards, guidelines, and patterns
STAFFING Staffing modern design teams for core capabilities often evolves to hub and spoke or matrix models. Teams have dedicated design resources and separate, often centralized, design resources that focus on cross-product strategy, patterns and guidelines, and capabilities enablement.	<ul style="list-style-type: none"> Single person supports entire contract 1 UX to many developers 	<ul style="list-style-type: none"> Multiple people support multiple teams 1 UX to 10+ developers 	<ul style="list-style-type: none"> Distinct research and design roles span across work streams 1 UX to 5+ developers 	<ul style="list-style-type: none"> Distinct teams support the program UX role is part of program leadership to guide product and customer experiences 	<ul style="list-style-type: none"> Distinct teams support the enterprise UX role is part of enterprise leadership to guide product, customer, employee, and brand experiences
MEASUREMENT Measurement means connecting design work to business operational data (0-data). Customer-centric businesses take experience data (X-data) and 0-data as an input to measure and improve four core experiences of business: customer, employee, product, and brand.	<ul style="list-style-type: none"> Shares X-data with product stakeholders in an effort to measure and improve the product experience 	<ul style="list-style-type: none"> Shares X-data with program stakeholders in an effort to measure and improve the product and customer experience 	<ul style="list-style-type: none"> Uses 0-data and shares X-data to measure and improve the product and customer experience 	<ul style="list-style-type: none"> Uses 0-data and shares X-data to create and improve operational processes to meet product and customer goals 	<ul style="list-style-type: none"> Uses 0-data and shares X-data to measure and improve product, customer, employee, and brand experiences

¹ https://articles.uie.com/five_design_decision_styles

² Good product design considers multiple approaches including visual design, interactive design, information architecture, content strategy, and more.

³ Design broadens focus from product “end users” to stakeholders that define the customer’s experience journeys with the business, including end users, customers, and employees.