

Get Agile: Kill the Website Redesign Project

2014 Internet Librarian | Monterey, Ca | October 27

Tammy Allgood Wolf, Arizona State University
Melissa Johnson, South Mountain Community College

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Memorial Sloan-Kettering Cancer Center

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Costs of Big Bang Redesign

Time

Effort

Money

Assessment

Politics

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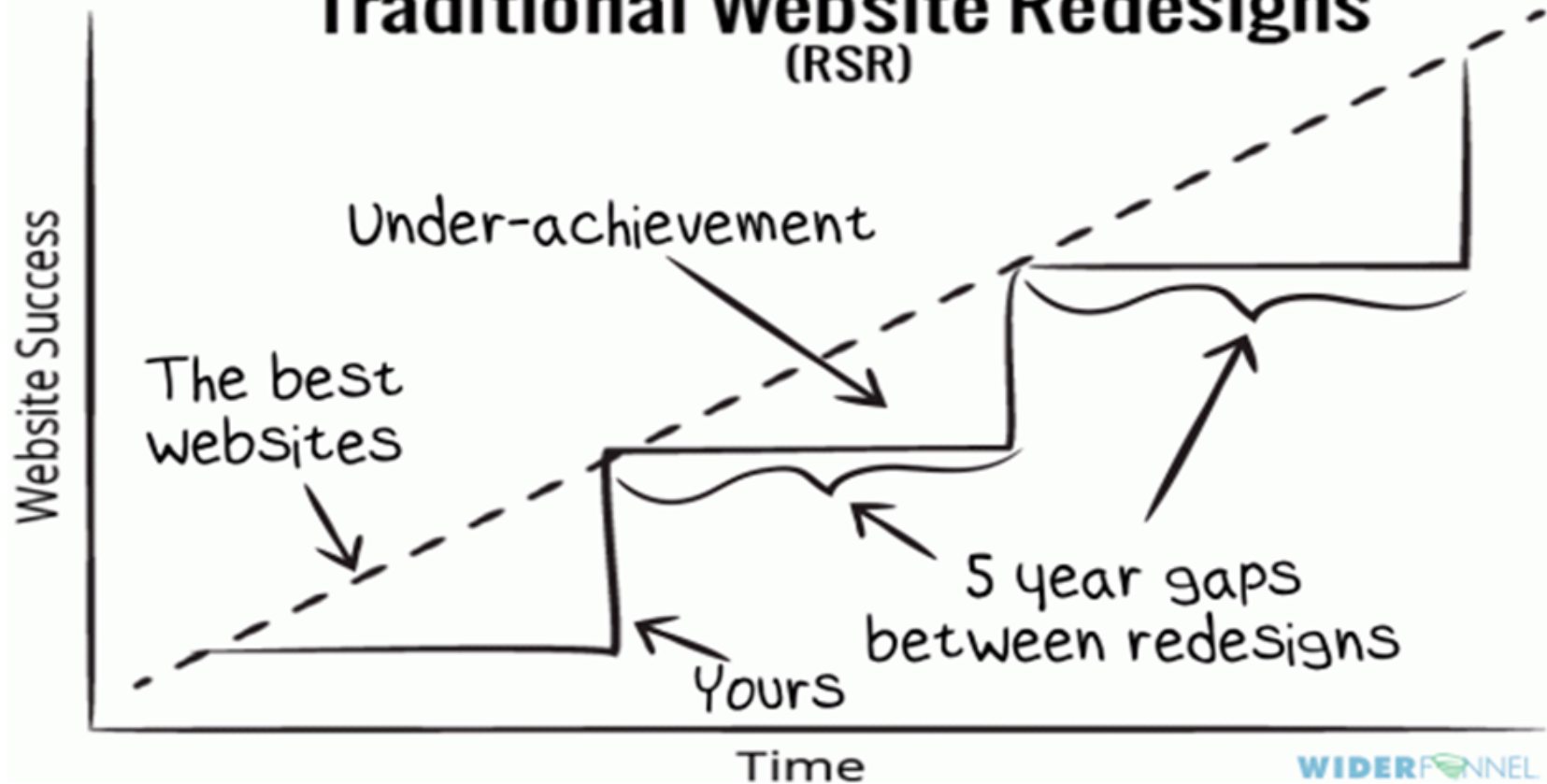
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Traditional Website Redesigns (RSR)



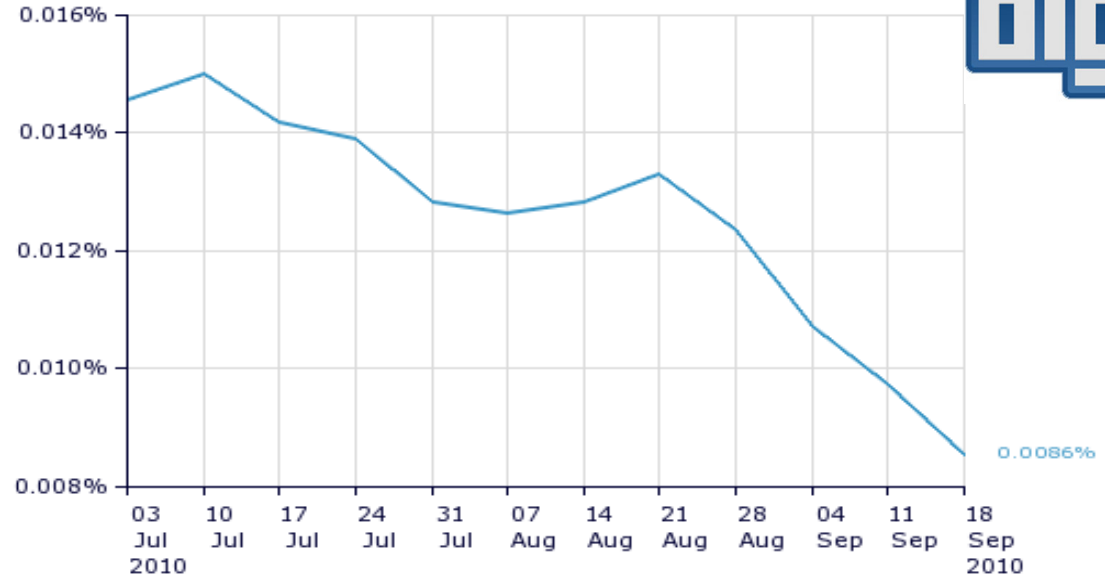
In my nearly two decades as an information architect, I've seen my clients flush away millions upon millions of dollars on worthless, pointless, "fix it once and for all" website redesigns.

All types of organizations are guilty: large government agencies, Fortune 500s, not-for-profits and (especially) institutions of higher education.



Louis Rosenfeld

US Internet visits to digg.com



■ www.digg.com

Weekly market share in 'All Categories', measured by visits, based on US usage.

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Courtesy: Ad Age, 11/22/13

Target.com



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Kraft Foods

Users. Hate. Change



Annoyances matter, because they compound.

Jakob Nielsen, “Does User Annoyance Matter?”



Image: Donald Clark





THERE'S A WAY
TO DO IT BETTER...
FIND IT.

- THOMAS EDISON



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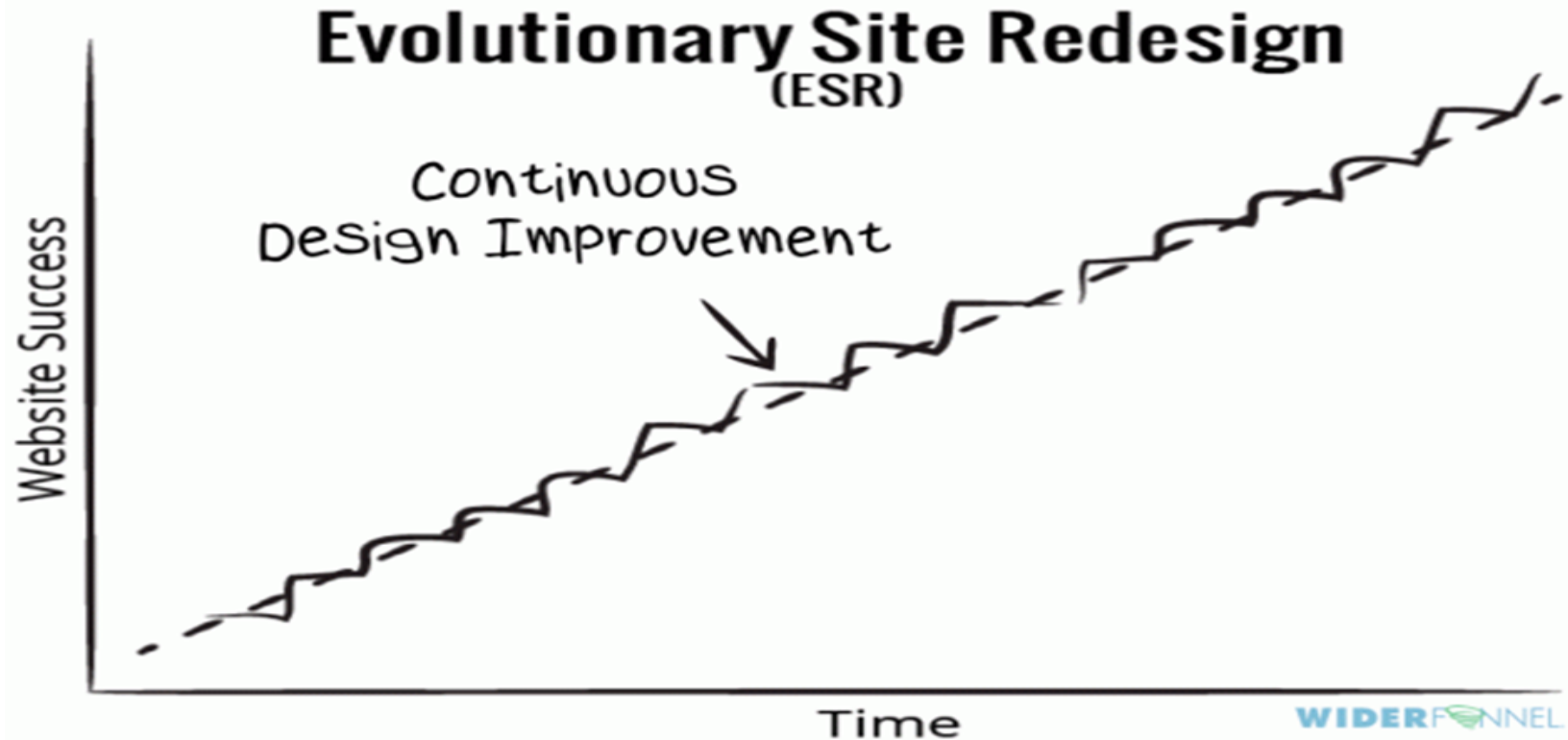
Small, simple fixes can accomplish far more than expensive redesigns.

Louis Rosenfeld



Image: [Louis Rosenfeld.com](http://LouisRosenfeld.com)

Revolution vs. Evolution



Evolutionary Site Redesign (ESR)

- Incremental changes
- Continual A/B testing
- Dedicated staff

Narrow Your Results

Collectibles (11894)
[Animals](#) (4415)
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<input type="checkbox"/>		BRAND NEW 42" Exercise Pen Dog Crate Cat Cage Kennel	-	\$9.99	\$40.40	<1m
<input type="checkbox"/>		BRAND NEW 30" Exercise Pen Dog Crate Cat Cage Kennel	-	\$9.99	\$31.40	<1m
<input type="checkbox"/>		NEW 48" Exercise Pen Dog Crate Cat Cage Kennel	-	\$9.99	\$49.09	<1m
<input type="checkbox"/>		Boy's Bearstone-Moriarity-Bear in Cat Suit-retired	-	\$4.99	\$9.15	<1m
<input type="checkbox"/>		CR007 Cherry SizeS carrier bag pet dog cat airline app	-	\$24.99	\$15.00	<1m
<input type="checkbox"/>		GREY TABBY CAT w/ RED HEART 8" WOOD FIGURINE FOLK ART	-	\$7.50 Buy It Now \$8.50	\$5.60	<1m
<input type="checkbox"/>		TABBY CAT & MOUSE UP LADDER 2pc PORCELAIN	-	\$6.50	\$4.50	<1m

Image: Internet Archive



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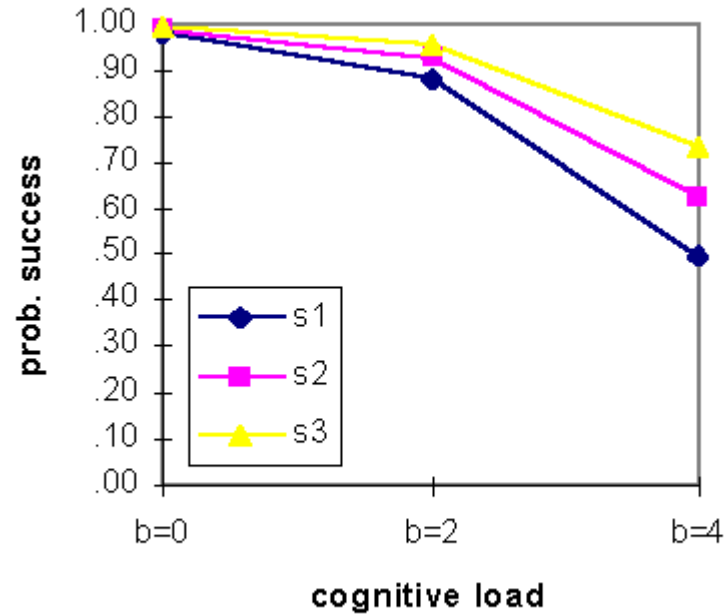
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Image: Internet Archive

Ebay.com, 2007

Cognitive Load



Small iterative change spreads out the cognitive load required to learn new things on a site.

Aaron Schmidt



Image: Aaron Schmidt



NFL Full Scoreboard »

All Scores »

Regular Season: Week 8

Mon 8:30 PM	Final	Final	Final	Final	Final	Final	F/OT	Final	Final	Final	Final	Final	Final	Final											
WSH DAL	GB NO	23 44	OAK CLE	13 23	IND PIT	34 51	PHI ARI	20 24	STL KC	7 34	HOU TEN	30 16	MIN TB	19 13	SEA CAR	13 9	BAL CIN	24 27	MIA JAX	17 13	CHI NE	23 51	BUF NYJ	43 23	DET ATL

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Saints Look Scary Good

Denick E. Hingle/USA TODAY Sports

The rest of the shaky NFC South should be very afraid of the way New Orleans look apart the Packers.

[Tripllett](#) » [When Rodgers hurts, so do Packers](#) » [Clayton: Last Call](#) » [Postgame buzz](#) » [Gallery](#) 



Saints Dangerous



Big Ben Strikes























Pats' O In Sync



Cards Fly To 6-1



Game Balls

- Brady says rivalry with Peyton is 'special' 
- Wilson downplays controversy 
- Lifts Seattle 
- Watt rips rookie QB Mettenberger for selfies 
- QB Rodgers injures hamstring 
- Demovsky 
- Jets bench Smith, turn to Vick | Bills cruise 
- Big Ben throws for 522 yards in rout 
- Brown 
- Saints romp, end Packers' streak 
- Triplett 
- Cards edge Eagles on 75-yard TD 
- Weinfuss 
- Brady's 5 TDs leads Pats past Bears 
- Reiss 
- Bears' Houston hurt while celebrating a sack 
- Sources: Lynch, Seattle likely to part in '15 
- Sources: Rams fear Long suffered ACL tear 
- CB Peterson will require concussion protocol 
- Gruden: Cowboys are a legit title contender 



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Apple iPad Air 2

ESPN NFL/Soccer, Spring 2014



THE PLAYOFFS

ESPN2

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HEADLINES

- Prem: Van Persie saves Man Utd, Toon win
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- Falcao 'preferred Juve over United' | Pogba
- Iniesta set for three-week absence | Hunter
- Chelsea take on ex-Liverpool chief | Ratings
- Pirates-Chiefs derby off after Meyiwa death
- McIntyre: U.S. lineup for 2018 World Cup



ESPN Soccer, Fall 2014

Typically, a fresh design will be a worse design simply because it's new and thus breaks user expectations.

A better strategy is to play up familiarity and build on users' existing knowledge of how a system works.

Jakob Nielsen



Image: Donald Clark

Advantages of ERS

- Easy to assess
- Easy to roll back
- Simpler to plan, execute, and manage
- Easy to remain **agile**

Individuals and interactions over processes and tools

Working software over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan

A painting of a group of people in a meeting, with text overlaid. The scene is dimly lit, with a bright light source from the left. Several people are standing and talking, some looking at a whiteboard or screen. The style is impressionistic, with visible brushstrokes and a focus on light and shadow.

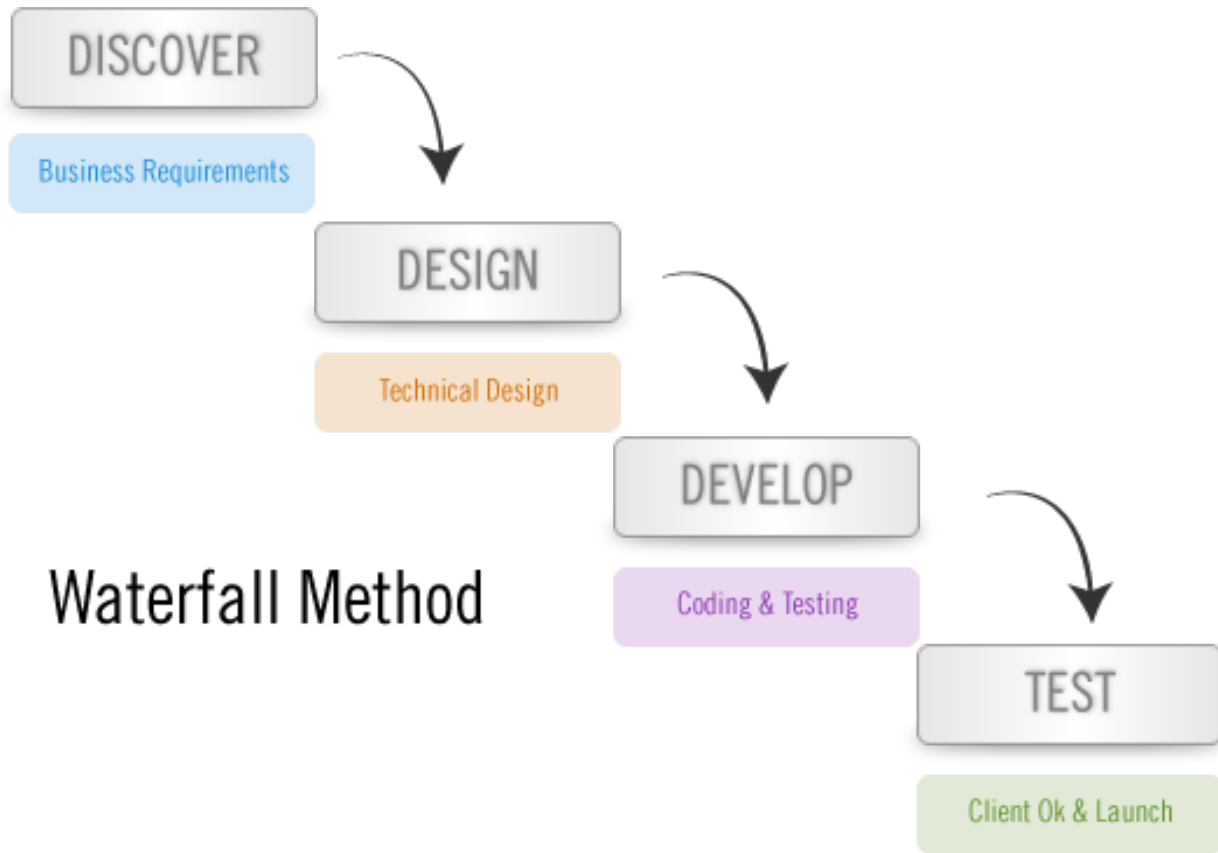
Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it.
Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

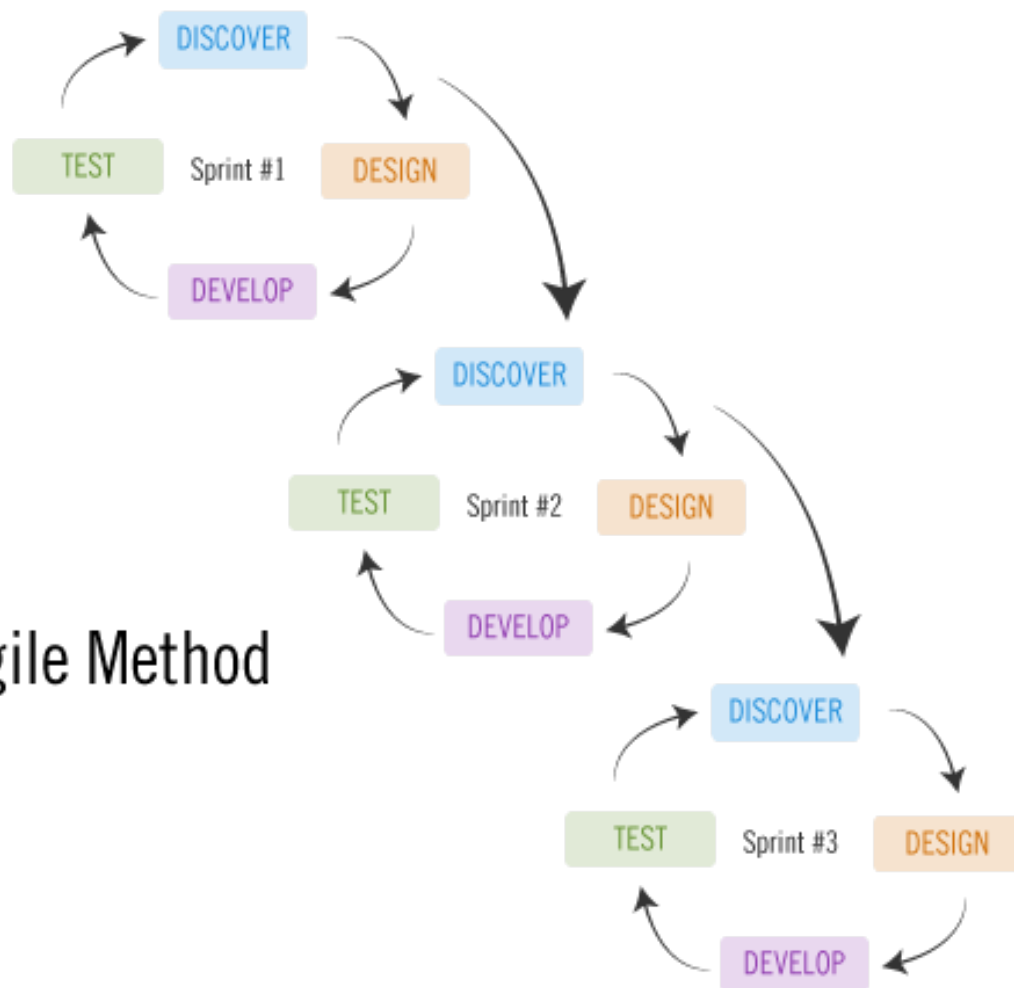
That is, while there is value in the items on the right, we value the items on the left more.

Kent Beck	James Grenning	Robert C. Martin
Mike Beedle	Jim Highsmith	Steve Mellor
Arie van Bennekum	Andrew Hunt	Ken Schwaber
Alistair Cockburn	Ron Jeffries	Jeff Sutherland
Ward Cunningham	Jon Kern	Dave Thomas
Martin Fowler	Brian Marick	



Waterfall Method

Agile Method



Specific Agile Methodologies

- ❑ DSDM
 - ❑ Facilitated workshops
 - ❑ Modelling and iterative development
 - ❑ MoSCoW prioritization - *musts, shoulds, coulds and won't haves*
- ❑ Scrum
- ❑ XP (Extreme Programming)



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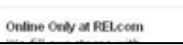
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Image: Internet Archive

REI.com, 2010

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Image: Internet Archive

REI.com, 2014

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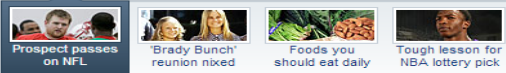
TODAY - March 03, 2010



Talented prospect to NFL: No, thanks

Jacob Hickman achieved a college player's dream: a chance to make it to pro football. [» Why he's passing it up](#)

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- Gerhart overlooked?
- Pro Bowl back to Hawaii



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Very pregnant Mila Kunis wears go-to dress
 The actress wears an easy, stylish maxi dress that seems to be one of her mainstay maternity looks. [Pics: Her baby bump fashion >](#) 1 - 5 of 115

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Customer Reviews on Top-Rated

Web Experts Agree...



Image: Donald Clark



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“Redesign must die”

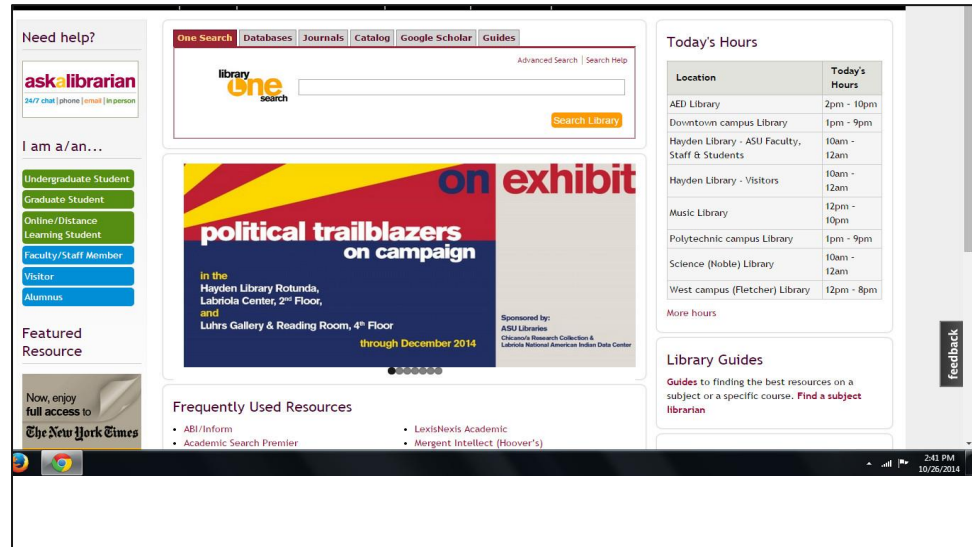
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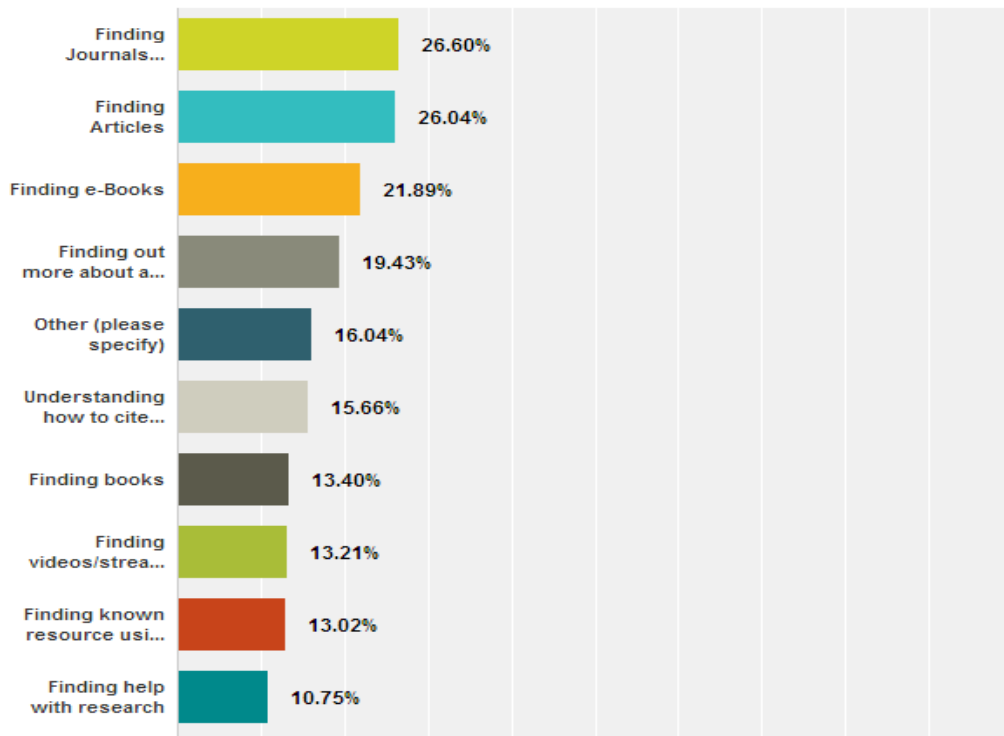
What It Means for Library Websites:

- No big plan followed by a GREAT UNVEILING
- Set priorities
- Work in short sprints to deliver features bit by bit
- Roll out changes
- Assess
- Begin again



What do you find difficult about the library web site? Choose all that apply.





Answered: 530 Skipped: 0






Focus on the stuff people have trouble with

Summon Queries	Librarian Contact	Searches
Query=		4198
Query=culture pass		905
Query=Shirley Chisholm Congresswoman		777
Query=bacterial transformation		659
Query=social penetration theory		605
Query=gun control		567
Query=osmosis		544
Query=social media		497
Query=abortion		489
Query=global warming		486
Query=online communication		481
Query=autism		472
Query=phoenix police officer shooting		455
Query=communication		454
Query=muted group theory		450
Query=uncertainty reduction theory		428
Query=emotional intelligence		411
Query=Culture pass		404
Query=marijuana		377
Query=domestic violence		371

Focus on the stuff people need

<p>APPLICANTS</p> 	<p>BROCHURE APPLICATION FORM VISITING CAMPUS MENTORING SUCCESSFUL ALUMNI</p>	<p>APPLICATION FORM VISITING CAMPUS CAMPUS MAP SOCIAL EVENTS</p>	<p>1. APPLICATION FORM 2. BROCHURE 3. CAMPUS MAP 4. VISITING CAMPUS 5. MENTORING</p>	<p>A- B- C B+ F</p>
<p>STUDENTS</p> 	<p>LOOKUP GRADES FIND ADVISOR DECLARE A MAJOR REQUEST TRANSCRIPT</p>	<p>CAMPUS MAP FOOTBALL TICKETS USING EMAIL SYSTEM GRADES LIBRARY CATALOG</p>	<p>1. CAMPUS MAP 2. LOOKUP GRADES 3. USING EMAIL SYSTEM 4. LIBRARY CATALOG 5. FIND ADVISOR</p>	<p>C F C+ A- D</p>
<p>ALUMNI</p> 	<p>DONATE FIND CLASSMATES SUCCESS STORIES RECEIVE NEWSLETTER</p>	<p>FOOTBALL TICKETS FIND LOCAL CHAPTER FIND CLASSMATES REQUEST TRANSCRIPT</p>	<p>1. DONATE 2. FIND LOCAL CHAPTER 3. FIND CLASSMATES 4. REQUEST TRANSCRIPT 5. FOOTBALL TICKETS</p>	<p>A- B C C+ A-</p>

The Bad News: You Are Never Done



The essence of strategy is
choosing what NOT to do.

Michael Porter, *Harvard Business Review*




Evolution over revolution...

Process over project...

Realign over redesign...

So, when are you going to
redesign your library's website?



Coming **NEVER!** ~~soon~~

Tammy Allgood Wolf

Arizona State University Libraries | Tempe, AZ
tammy.allgood@asu.edu

Melissa L. Johnson

South Mountain Community Library | Phoenix, AZ
melissa.johnson@southmountaincc.edu

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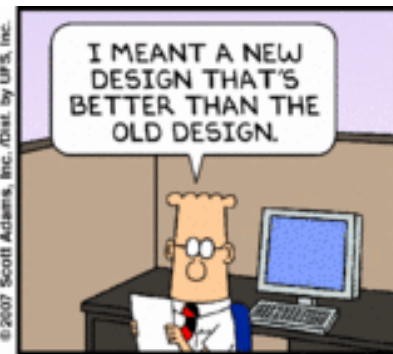
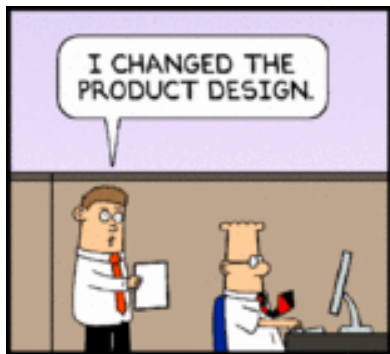
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